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## PREFACE

(U) The Annual Historical Review was prepared in compliance with AR 870-5, Military History: Responsibilities, Policies, and Procedures. The purpose of the report is to provide a quick reference and research base of the significant activities, events, and accomplishments of the U.S. Army Intelligence and Security Command (INSCOM) during FY 1985. Principal source materials used in compilation included the Annual Historical Reports submitted by headquarters staff elements and subordinate commands, briefings, interviews, and miscellaneous documents.

(U) A portion of the MACOM Historians Conference held in May 1986 focused upon the role and importance of the Annual Historical Review. There was consensus that the review be written at a classified level to be meaningful. The new Chief of Military History, Brigadier General Stofft is extremely supportive of the review, and it is possible that in the near future the field can see more effort on the part of the center to monitor the preparation of the reports. In October 1985, the INSCOM History Office received a kudo for its timely completion of the summaries through the years.

(U) This report was prepared for the first time in a number of years by the entire history staff which includes Dr. John P. Finnegan and Ms. Diane L. Hamm, who both wrote and edited portions of the document along with the undersigned. Final review and assembly were performed by Ms. Hamm.

September 1986

JAMES L. GILBERT  
Command Historian

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# FORWARD

(U) In a letter to General John A. Wickham, Jr., Chief of Staff Army, dated 31 July 1984, Major General Harry E. Soyester, summarized the managerial steps which he had taken during his first year as Commander, INSCOM. Since this letter uniquely summarizes many of the important organizational changes occurring during the report period, it is believed that the document may serve as a suitable introduction to this year's Annual Historical Review.

(U) "During my first year in command I have overseen a significant change in the thrust of INSCOM missions, functions, and operations. Although I would like to take credit for all these changes, many have been additional taskings to support the Army's intelligence and security requirements. The new challenges have been across all of our disciplines. The missions that have affected our current resources most are projects for Central America (CENTAM), special access programs, increased counterintelligence and espionage investigations and operations, more polygraph examinations, implementation of a Head of Contracting Activity (HCA), and the increasing requirements for the Army's new training initiative, TROJAN. Last March, I recognized that only limited resources to meet these new demands would be provided. Accordingly, I directed my staff to undertake a thorough review of the missions and functions of the INSCOM headquarters staff elements. Concurrently, I began to look at the headquarters staff as soon as possible. The purpose of the staff review was to realign my existing resources to address our most pressing missions. I felt it was imperative that I eliminate or reduce those efforts that were in conflict with the new and higher priority intelligence and security requirements. In May, I approved a 10 percent realignment of the INSCOM headquarters staff spaces and transferred 80 percent of those spaces to subordinate INSCOM units to meet operational requirements.

(U) "This realignment will provide resourcing for a number of high priority INSCOM missions. I am providing staffing for TROJAN operational and logistical management and some initial field operations. I am, however, concerned about the seemingly exponential increase in TROJAN systems without any increase in resources. I will provide the initial resources to successfully initiate our new Head of Contracting Authority mission requirements. This requirement grew out of the DAIG investigation of Special Mission Funds. I am establishing a capability to respond to low-intensity warfare requirements for quick reaction systems development. This capability will ensure that INSCOM can successfully field new systems such as [REDACTED] (Echelon Above

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Corps Aviation Company), [REDACTED] (Remotely Piloted Vehicles (RPV)) [REDACTED] (JSTARS Ground Support Module), RG-8 powered gliders, and dirigibles. I am also looking closely at the command and control mechanism, the Aviation Intelligence Battalion (AIB), that will bring these high technologies together initially in SOUTHCOM but will have the capability of deploying anywhere in the world. I have further strengthened my intelligence oversight staffing to ensure active assistance for these expanding operations. I am applying resources to meet our increasing requirements in support of operational security projects and special access programs. Finally, the echelon above corps cryptologic effort will receive reinforcement for CENTRAM.

(U) "In addition to those actions taken to orient the headquarters on our priority missions, we will begin consolidating our headquarters elements currently at Fort Meade to Arlington Hall Station. We will begin this move by the end of the year. We are also planning to consolidate our CONUS counterintelligence command, the 902d MI Group, at Fort Meade and reorganize functionally as opposed to geographically. We have just begun to assess whether the functions of the INSCOM Intelligence Threat and Analysis Center in the Pacific can be eliminated and its functions placed in other Army commands.

(U) "The reductions I have directed will not be without costs. I am eliminating the existing MACOM liaison officers but retaining the liaison function at the National Security Agency. I have redirected the assets that currently work in the HUMINT area of biographics. We are consolidating OPSEC (operations security) support functions. As a result, many commanders throughout the Army will be supported from field offices throughout a geographical area rather than dedicated OPSEC support personnel on their respective staffs. In addition some areas of OPSEC, support will be reduced and in some cases eliminated. For example, I expect that Operational Security Evaluations will be performed by local security managers rather than expert INSCOM operational security personnel. The major reduction of headquarters functions lies in administrative support functions. I expect a slowdown in responsiveness in some areas but will accept this in view of the gain we will experience in higher priority areas.

(U) "I have instructed my commanders to undertake a similar review of their headquarters staffs and orient on operations within their intelligence disciplines and geographical areas. My commanders will advise me of their findings and subsequent actions during my 1985 INSCOM Commanders' Conference in late October.

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(U) "As I have highlighted, it was imperative that I eliminate or reduce those efforts that did not totally support the new and higher priority Army intelligence and security requirements that have been given us. With this extensive look at our utilization of resources, I believe that I have aligned my efforts to successfully meet the new challenges. We will be integrating these changes as swiftly as possible--starting immediately. Reprogramming to implement these formal organizational changes has been addressed in the Command Operating Budget submission and will be implemented in organizational documents during the next two "Management of Change (MOC) Windows." One major consideration that continually has an impact on my decisions are the different rules and procedures that must be adhered to. As you are aware, INSCOM units are resourced by a wide variety of programs for both funds and personnel spaces. Realignment in INSCOM resources must be consistent with the management procedures that dominate our complex resource management requirements, i.e., Consolidated Cryptologic Program (CCP), General Defense Intelligence Program (GDIP), Foreign Counterintelligence Program (FCI), Security and Investigative Activities (S&IA), and the limitations of these diversified programs. Because intelligence collection and counterintelligence requirements will continue to expand, I am sure that the headquarters reduction and space realignment I have taken to meet our expanding operational requirements are in keeping with your stated requirement to accomplish manpower savings. While they do not represent direct savings for future combat forces, these actions are intended to ensure the best possible intelligence support for these combat forces and for the intelligence units already engaged.

(U) "As my commanders complete their evaluations of their organizations and initiate their resource realignments, I expect a major shift of resources throughout the command that will meet the new challenges INSCOM has been directed to perform for the Army. In summary, we are making and will continue to make, significant changes in INSCOM to streamline and more effectively carry out our growing mission."

(U) In a reply letter from General Wickham which was dated September 10, 1985, the Chief of Staff Army largely confirmed the actions which Major General Soyster had taken.

(U) "In view of the cap we have on military and civilian end strengths, your resource realignments in response to changing missions and functions are on the mark and have additional benefit of returning soldiers to field units. By asking your subordinate commanders to orient more of their resources towards operational requirements, similar results should be achieved.

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(U) "Your assessment of the requirement for the Intelligence Threat Analysis Center in the Pacific should be completed expeditiously. The results of your review will be a factor in deciding how intelligence support can best be provided to the Commander, WESTCOM. I have asked the ACSI to determine whether the WESTCOM G2 capability should be enhanced, or if such support can be provided by the Commander, PACOM.

(U) "I encourage you to continue to realign counterintelligence resources to meet priority requirements such as special access program support, polygraph examinations, and counterespionage operations. To be effective, operational security must come from field organizations. The commander and his staff must take the lead to implement sound operational security policies and practices. I support your efforts to energize commanders, but I am concerned that local security managers may lack expertise to conduct Operational Security Evaluations. The ACSI plans to address this issue separately."

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FOOTNOTES: FOREWORD

1. Ltr, IACG, subj: Resource Realignment (31 Jul 85) (U);  
Ltr, CSA, subj: Resource Realignment (10 Sep 85) (U).

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CHAPTER I

MISSION, FUNCTIONS, AND LOCATION

Mission and Functions. (S) The mission of the CG, INSCOM is to conduct and coordinate electronic warfare (EW); intelligence collection processing, analysis, and reporting; counterintelligence (CI) activities; operations security (OPSEC) support; and related operations in support of the U.S. Army.

1. Commands military intelligence organizations tailored to provide supported force requirements for:

a. Intelligence within the corps commander's area of interest and to supplement the corps intelligence and electronic warfare (IEW) system for certain intelligence within the corps area of influence.

b. Intelligence with the echelon above corps (EAC) commander's area of influence and coordination of the provision of intelligence within the EAC commander's area of interest.

c. Counterintelligence support beyond the organic capabilities of all supported commanders.

d. Specialized intelligence, EW, and security support.

2. [REDACTED]

3. [REDACTED]

4. [REDACTED]

5. [REDACTED]

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6. [REDACTED]

7. Acts as the Service Cryptologic Element (SCE) executive agent for target exploitation (TAREX). [REDACTED]

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8. Conducts and coordinates counterintelligence support to U.S. Army programs.

9. Conducts electronic surveillance support operations.

10. Conducts special operations.

11. Conducts and coordinates EW operations.

12. Operates the DA Special Security System.

13. Administers functions relating to management, organization, equipment, training, administration, logistics, and automated data processing.<sup>1</sup>

Transfer of Production Functions. (U) The Intelligence Organization and Stationing Study which led to the establishment of INSCOM in 1977 had recommended that all Army intelligence production agencies be consolidated into a single entity. However, only those production agencies directly under OACSI or FORSCOM were consolidated under INSCOM on 1 January 1977. From these newly acquired production elements, INSCOM formed the U.S. Army Intelligence and Threat Analysis Center (ITAC) in 1978. However, after subsequent relooks, support grew for a larger consolidation. The CG, INSCOM's position was that the elements should be consolidated under his major Army command (MACOM), but even more importantly, such a consolidation should take place. As a result of a study initiated in September 1983, the Vice Chief of Staff, U.S. Army directed that ITAC be placed under the operational control of the newly established U.S. Army Intelligence Agency (AIA) (Provisional), a field operating agency under OACSI. The operational control of ITAC was transferred in July 1984; later, on 1 December, the center was reassigned to the newly established Army Intelligence Agency. [REDACTED]

[REDACTED] ITAC physically relocated in December 1984 to the partially completed facility at the Washington Navy Yard, Washington; D.C.<sup>2</sup>

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**INSCOM's Mission and Goals.** (U) During the 1984 INSCOM Commanders' Conference held at Gettysburg, the commanders and INSCOM staff present defined the command's mission as follows: "Conduct high quality operations to satisfy intelligence collection requirements and to deny collection by adversaries." A goal was also established, "Provide highest quality intelligence, security, and electronic warfare support for the Army in peace and war."

(U) In addition, a number of areas identified at the conference were included within the "INSCOM Plan," which was published in September 1985. The INSCOM Plan prioritized objectives and tasks in each of these functional areas in concert with the Army Plan and the Army Intelligence Master Plan (AIMP). The areas along with their stated objectives were as follows:<sup>3</sup>

**Readiness:** (1) Enhance the capabilities of the FY 1985-87 tactical intelligence and electronic warfare (IEW) force through achievable upgrades to operational and C<sup>2</sup> systems within available resources. (2) Improve forward deployed or deployable EAC MI brigades/groups by structuring, manning, and equipping them within Army of Excellence (AOE) guidelines by end of FY 1991.

**Transition to War/Support to Military Operations:** Improve capability through increased participation in realistic, war plan derived exercises during FY 1985-86.

**Security:** Develop a Security Management Plan with an upgraded timetable for enhanced protection of people, facilities, information, and operations by 31 July 1985.

**Force Integration:** Develop procedures necessary to document, field, and maintain force capabilities, concepts, and doctrine, and to facilitate implementation of materiel and unit fielding plans for the first program year and all out years in the Fiscal Year Defense Program (FYDP) by March 1986.

**People:** Improve personnel readiness, retention, quality of life, and civilian career programs by December 1985.

**Leadership:** Develop a Performance Management Plan for all personnel which requires that individuals establish performance objectives which are related to the organization's goal and reviewed between rater and rated individual more frequently than the rating period itself by 3d Qtr, FY 1985.

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Oversight: Establish command-wide process to ensure ethical propriety, legal sufficiency and appropriateness of operational activities, resource use, and acquisitions of goods and services by 3d Qtr, FY 1985.

Resource Management: Improve productivity and efficiently and effectively utilize manpower and dollar resources through planning, management, programming, budgeting, and financial accounting methods by 30 September 1985.

Materiel: Sustain highest levels of materiel accountability and readiness through innovative, dedicated management in compliance with regulations and policy guidance to maximize intelligence capability.

Technology: Coordinate and develop innovative ways in which technology efforts can be identified that will improve INSCOM intelligence, security, and electronic warfare (ISEW) operations.

Transfer of the Army Biographic Repository. (U) On 27 August 1985, the CG, INSCOM informed ACSI, DA that in FY 1986 INSCOM would discontinue functions involving maintenance of the Army Biographic Repository and that resources involved in that activity would be transferred to higher priority HUMINT tasks. On 27 September 1985, ACSI, DA concurred with the decision and directed that INSCOM coordinate with DIA on disposition of the Army biographic files and give ample notification to the analytical community of the repository's closure. Although several DOD users had indicated that they might be interested in some of the files, it was doubtful that anyone, including DIA, would want them all. It was believed that the files would be most useful if transferred to a single organization rather than being removed piecemeal, it was intended to exhaust all DOD prospects before offering them to CIA.<sup>4</sup>

Transfer of DA Intelligence Dissemination Validation Office. (U) With the establishment of the Army Intelligence Agency, the Department of the Army dissemination validation responsibility previously performed by HQ INSCOM was transferred and consolidated with HQ, Army Intelligence Agency. A space went with the transfer.<sup>5</sup>

Support to Low Intensity Conflict. (U)



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Location. (U) Headquarters, U.S. Army Intelligence and Security Command is located at Arlington Hall Station, 4000 Arlington Boulevard, Arlington, Virginia 22212. Until a final stationing decision is effected, certain staff functions will continue to be located at Fort George G. Meade, Maryland 20755.

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## FOOTNOTES: CHAPTER I. MISSION, FUNCTIONS, AND LOCATION

1. DF, DCSRM, subj: AR 10-53, Organization and Functions, U.S. Army Intelligence and Security Command (U) (Undtd) (C).
2. "INSCOM and Its Heritage," History Ofc, HQ INSCOM (1985), pp. 5, 12, 13 (U); FY 1984 INSCOM AHR (TSCW), pp. 2-3.
3. "1985 INSCOM Plan FY 1988 - 2002" (Executive Summary) (5 Sep 85) (S/NOFORN); Msg, CDRINSCOM, subj: INSCOM Organizational Objectives (231535Z) (U); IA Poster 360-1, "INSCOM Mission" (1 Feb 85).
4. FY 1985 DCSOPS AHR (TSCW), p. 5.
5. Ltr, fm CDR INSCOM to CDR AMC, subj: DA Intelligence Dissemination Validation Office (8 Oct 85) (U); Interview, with Mr. Charles Allen (ODCSOPS) (21 Jun 86) (U).
6. FY 1985 DCSPPM AHR (S), ch IV; Msg, CDR INSCOM, subj: Low Intensity Conflict (031900Z Oct 84) (C).

## CHAPTER II

### COMMAND AND STAFF RELATIONSHIPS

Command and Staff Relationships. (U) The CG, INSCOM is under supervision of the Chief of Staff, United States Army. Directives, authorities, policy, planning, and programming guidance, approved programs, resource allocations, and other methods of command direction are issued to CG, INSCOM by the Chief of Staff, United States Army.

(U) The CG, INSCOM--

1. Commands all assigned units and activities.

2. [REDACTED]

3. [REDACTED]

4. [REDACTED]

5. [REDACTED]

(U) INSCOM and other major Army commands (MACOM's) are coordinate elements of DA. The CG, INSCOM is authorized to communicate directly with other major Army commanders or with heads of Army Staff agencies on matters of mutual interest.

(U) The CG, INSCOM will maintain liaison as necessary with other MACOM's, field operating agencies, other cryptologic and intelligence activities, and other foreign domestic governmental agencies to maintain an awareness of, to exchange information on, and to ensure coordination of matters of mutual concern.<sup>1</sup>

Executive Authority for TROJAN. (U) Although the official MOU between HQDA and affected MACOM's was awaiting final coordination, a message dated 27 September 1985 outlined INSCOM's responsibilities as the executive authority for TROJAN. INSCOM was responsible to HQDA OACSI (DA proponent) for logistical support, SIGINT technical support, and mission steerage for TROJAN operations.

(U) In the area of logistics, INSCOM will be responsible for administering TROJAN logistics support and negotiating TROJAN logistics contracts. INSCOM's Mission Support Activity (MSA) will act for INSCOM's DCSLOG to arrange TROJAN logistics support. INSCOM will also be responsible for worldwide logistics support less the routine maintenance duties such as fault location (using built-in testing equipment), line replacement unit (LRU) changes, minor adjustments, cleaning, lubricating, and tightening, which will be performed by the user units.

(U) Maintenance of equipment over and above designated unit tasks will be contracted. INSCOM will create a Theater Intermediate Support Activity (TRISA) in each theater to make repairs beyond the user's ability and to keep a stock of TROJAN parts (beyond those maintained by the units).

(U) In the area of SIGINT technical support/mission steerage, INSCOM had the responsibility to ensure adequate SIGINT technical support and mission steerage to TROJAN users. This responsibility will be met by INSCOM's Army Technical Control and Analysis Element (ATCAE) and Primary Control and Analysis Center (PCAC). The 66th MI Group, OPCON to USAREUR, will operate the PCAC for USAREUR TROJAN's. CONUS MI Group will operate a PCAC, OPCON to FORSCOM, for all CONUS based TROJAN's. The ATCAE provides support to the PCAC's and to TROJAN users not currently supported by a PCAC (such as SOUTHCOM, WESTCOM, and the 8th U.S. Army). Technical support and mission steerage provided by the ATCAE and the PCAC's will consist primarily of target environment data base management and tipoffs to impending or occurring target activity.

(U) INSCOM did not have a responsibility in the areas of developing, fielding, and testing the TROJAN systems nor for any product improvement plans (PIP); these were to be the responsibility of the Army Materiel Command's (USA Electronics Research and Development Command) project manager, USA Signals Warfare Laboratories. USA Information Systems Command (USAISC) had full responsibility for communications support to include: cryptonet establishment, Defense Special Security Communications System (DSSCS) requirements, commercial communications contracts, and overall communications requirements monitoring.<sup>2</sup>

High Technology/Low Intensity Conflict. (U) In a letter dated 6 August 1984, the Vice Chief of Staff Army assigned INSCOM the task of addressing the intelligence requirements of low intensity conflicts. Low intensity conflicts were defined as those military operations involving U.S. Forces in a support role to friendly and allied nations which are being militarily threatened or attacked by

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internal and/or external military and/or para-military forces. Under these conditions, it was assumed that no major U.S. ground forces were employed in defense of the friendly and/or allied governments. Under such situations as this, the U.S. Army and other service and departmental intelligence resources would be brought to bear against the opposing military and/or para-military forces as a major means to execute U.S. policy in the affected region.

(U) In light of this tasking, the DCSOPS, HQ INSCOM proposed the creation of a headquarters steering committee which would bring together the principal staff heads with the Science Advisor to discuss and investigate the possibilities for the application of high technology to intelligence operations in the low intensity conflict environment. The proposal for such a group was initiated in September 1985. Final action by the Command Group was delayed until the next fiscal year.<sup>3</sup>

Command and Control of Echelon Above Corps (EAC) Intelligence Units. (U) Although the issue of command and control of EAC intelligence assets was not specifically raised during the FY 1985 time period, it is essential to understand what had transpired. In April 1983, the Director of Management under the Chief of Staff Army proposed that the 66th MI Group, the USAINSCOM Theater Intelligence Center-Pacific, and 501st MI Group (less Field Station Korea) be commanded by the theater Army (TA). In addition, the controlled collection operations (CCO) and offensive counterintelligence operations (OFCO) assets would also be commanded by the theater Army with technical direction provided by INSCOM, which would remain a MACOM. After the above actions, INSCOM would continue to command Field Station Korea SIGINT assets and MASINT resources from the above mentioned units as well as CCO and OFCO not given to a TA. In essence, the proposal transferred command responsibilities for the affected units from INSCOM to the TA commander, with the latter then charged with operating, programming, budgeting, equipping, and sustaining and training, as well as the health and welfare and other command related matters for those organizations.

(U) In a reply dated April 1983, OACSI elaborated in detail of what, for example, the transfer of the 501st MI Group would mean. The conclusion of the memorandum was that the transfer command of the 501st MI Group to the TA commander would cost dearly, would not provide more efficient and effective support, and the TA commander would have to still rely upon INSCOM to a considerable extent for numerous areas of support. "The present command relationships undoubtedly provide the optimum training and utilization of scarce intelligence resources. It retains the capability to rapidly

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reinforce the Commander, 501st MI Group with a wide variety of low density, specialized intelligence personnel, and provides timely supply and maintenance of critical and unique equipments. It likewise provides the benefits of selective emphasis that accrue to INSCOM as the single manager of such resources. In short, OPCON now provides the TA commander with requisite supervision of 501st MI Group intelligence and security functions while relieving him of the numerous administrative and logistical areas of support currently the concern of the INSCOM commander.

(U) "Although the readily quantifiable costs are few at this point, the cost to OACSI and Army Staff is apparent--the staff will grow and necessitate further involvement in operational matters now left to the INSCOM commander and staff. Likewise, the development of an implementation plan to accomplish the proposal will be a time consuming and difficult tasking requiring additional resources from the Army Staff (ARSTAF) and affected commands as well, at the expense of ongoing Army programs."

(U) Perhaps it was more than ironic that the memorandum to the Director of Management contained the signature block of Brigadier General Harry E. Soyster, Acting ACofS for Intelligence. A little over a year later, Brigadier General Soyster was again defending INSCOM, but this time as its commander. In a memorandum by Brigadier General Soyster to the Vice Chief of Staff of the Army and dated 11 August 1984, Brigadier General Soyster reiterated his previous position of not giving INSCOM assets to commanders TA. His second memorandum, however, contained additional rational gained from his first days as INSCOM commander. "The SIGINT world, backed up by national directives and billions of dollars, is not going to surrender any significant assets or prerogative to theater commanders. We will lose that battle even if all of us sign up to it. The Army is already viewed as fragmented when NSA compares us to the other services. The ACSI is the SIGINT focal point for the Army. INSCOM is the Service Cryptologic Element and the Tactical Cryptologic Program is managed by ODCSOPS. General Faurer and his staff deal with Lieutenant General Odom, Major General Woodmansee and Brigadier General Soyster. They will not expand the Army circle to include General Otis, General Livsey, General Gorman, or wherever we cut it off. Lieutenant General Odom and I (and I'm sure Major General Woodmansee will join us) are working to present a common position. If we take any action that creates a void, the Air Force will fill it and we will play a lesser role in national collection.

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(S) [REDACTED]

Changes in TRADOC/INSCOM on Combat/Training Development. (U) On the occasion of the annual review of the INSCOM/TRADOC MOU, several important changes occurred. On 1 October 1985, the responsibility for development of echelon above corps (EAC) architecture from INSCOM to TRADOC was to take place. This was the date when INSCOM's effort to document the new force structure in accordance with the EAC Intelligence and Electronic Warfare (IEW) architecture/Army of Excellence Force Design was to be completed. At the request of USA Intelligence Center and School (USAICS), INSCOM agreed to retain responsibility for the preparation of initial Automated Unit Reference Sheet (AURS) on new EAC MI organizations. Although the new MOU did not extricate INSCOM completely from the TOE development process--and in fact continued to involve INSCOM in that process more than other MACOM's--it was considered an acceptable level of involvement and one that provided for a smoother transition toward USAICS someday assuming total responsibility for INSCOM unit TOE's.

(U) The same MOU also transferred combat development maintenance responsibility for EAC TOE to USAICS on 1 October 1985. INSCOM would assume a support role similar to other MACOM's vice being responsible; USAICS would assume the advocacy role. Finally,

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INSCOM furnished one space to USAICS to perform functions in area of the combat development maintenance for EAC TOE. Although assigned on 1 October, the space would not be filled until later.<sup>5</sup>

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## FOOTNOTES: CHAPTER II. COMMAND AND STAFF RELATIONSHIPS

1. DF, DCSRM, subj: AR10-53, Organization and Functions, U.S. Army Intelligence and Security Command (Undtd) (C).
2. Msg, CDR INSCOM, subj: INSCOM as Executive Authority for TROJAN-Defined (271929Z Sep 85) (U).
3. IA Form 32, DCSOPS, subj: High Technology/Low Intensity Conflict Steering Group (17 Sep 85) (U).
4. Memo for Chief of Staff Army, CDR INSCOM, subj: Command and Control of EAC Intelligence Units (17 Aug 84) (S/NOFORN); Memo for Director of Management, Acting ACSI, subj: Recommendations on the DACS-DMC Proposal to Alter the Command Structure of Selected EAC Units (12 Apr 83) (S/NOFORN).
5. Info Paper, IAPPM-AD, subj: TRADOC/INSCOM MOU on Cbt/Tng Development, Tng and Doctrine (16 Aug 85) (U).

### CHAPTER III

#### ORGANIZATION

INSCOM Organization. (U) At the close of FY 1985, there was a total of 78 units (34 TOE and 44 TDA) within INSCOM. The TDA figure does not include Augmentation or Provisional units. All types of units are listed in appendix A. For individual lists of TOE, TDA, and Provisional units at the close of FY 1985, see appendices B, D, and G respectively. Changes in the status of TOE, TDA, and Provisional are listed in appendices C, E, and H.

(U) Throughout FY 1985, MG Harry E. Soyster served as Commander, INSCOM. On 7 February 1985, BG James W. Hunt, DCG, left INSCOM for reassignment. BG Charles F. Scanlon remained as DCG. Upon his assignment to INSCOM, BG George J. Walker assumed the position of Chief of Staff. This was the first time in the history of INSCOM/Army Security Agency that a general officer had served as chief of staff since the position was created in 1950. The change was not a part of the HQ INSCOM reorganization plan ongoing at the time. After discussion within the Command Group, MG Soyster made the decision based on his own management philosophy. Initially, BG Scanlon provided oversight to single discipline organizations in the command while MG Soyster oversaw the multidiscipline groups, such as the 66th, 470th, 500th, 501st, and 513th MI Groups. The new Chief of Staff would continue to be the focal point for all actions of the staff and oversee selected activities. MG Soyster foresaw the likelihood that during a tour with INSCOM, a Chief of Staff would also serve in the position of the deputy commander upon the incumbent's departure. MG Soyster also foresaw the possibility being forced to let go of one of the general officer spaces. Prior to BG Walker's arrival, COL Richard J. Powers, Jr., had been Chief of Staff. On 30 December 1984, CSM Sammy W. Wise replaced CSM George W. Howell, Jr.

(U) At the end of FY 1985, Headquarters, U.S. Army Intelligence and Security Command was organized to consist of a Command Group, Office of the Chief of Staff, Special Staff, Personal Staff, and Coordinating Staff as shown below:

#### Command Group:

Commanding General (CG). (U) The CG, U.S. Army Intelligence and Security Command was responsible to the Chief of Staff, U.S. Army for accomplishment of the missions and functions prescribed by AR 10-53 and was concurrently responsible to the Chief, Central Security Service for all SIGINT activities

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Deputy Commander (DCG). (U) The deputy commander assisted the commander in the management of all intelligence and support operations of INSCOM to include the review and execution of all tasked and delegated operations and the determination of future requirements.

Command Sergeant Major (CSM). (U) The Command Sergeant Major as the senior enlisted person in the command provided advice and assistance to the CG on all matters involving enlisted personnel.

## Office of the Chief of Staff:

Chief of Staff (CofS). (U) The CofS acted as the principal coordinating agent of, and advisor to, the CG and DCG on those matters pertaining to INSCOM; directed and coordinated the staff to achieve efficiency and unit of action; and assisted the CG and DCG in the supervision of the execution of orders. Directly subordinate to the CofS were the Liaison Officers, the Office of Public Affairs, Organizational Effectiveness Office, and Internal Review Office.

Command Group Executive Office. (U) On 16 September 1985, the Chief of staff created the position of Command Group XO. The executive officer's purpose was to coordinate the activities and communications of the CG and DCG offices with the Chief of Staff.

Deputy Chief of Staff (DCS). (U) The DCS acted for the Chief of Staff during his absence and assisted to coordinate all actions of the HQ INSCOM staff, and supervised the activities of or provided support to the Command Chaplain, Organizational Effectiveness Office, Secretary of the General Staff, Staff Psychologist, Scientific Advisor, Public Affairs Office, and INSCOM Liaison Officers.

Secretary of the General Staff (SGS). (U) The SGS acted as executive officer for the CofS and as office manager for the offices of the CG, DCG's, and CofS.

Special Assistant to Chief of Staff. (U) The Special Assistant to Chief of Staff acted as special advisor and consultant to the commander, deputy commanders, and the Chief of Staff.

Protocol Office. (U) The Protocol Officer served to advise the Command Group on matters related to protocol.

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Liaison Officers. (U) The liaison officers provided liaison representation to NSACSS, FORSCOM, TRADOC, USAREUR, and other commands as required. The liaison positions at both USAICS and USACACDA were both discontinued upon the departure of the incumbents. The USAICS position in May 1985 and the USACACDA liaison position on 15 December 1984. (Although not considered a liaison officer as such, INSCOM decided in August 1985 to provide a space to the combat developments section of the USAICS. The position would not be filled until 4th Qtr, FY 1986.) It was planned that as incumbents left a number of the liaison offices, there would be no replacement. This was part of the headquarters voluntary decrement undergone in FY 1986 to transfer spaces to the field and new command initiatives.

**Special Staff:**

Chief, Organizational Effectiveness (OE) Office. (U) The OE Office assisted INSCOM's senior leaders in leading the human element of their organizations through complex organizational change. The OE Office also provides assistance to INSCOM's leaders in management and leadership training programs. Finally, the OE Office managed the INSCOM's OE Program.

Chief, Internal Review (IR) Office. (U) Served as the principal advisor to the CDR, INSCOM on internal review matters. Conducted independent review and examination of command operations and internal controls to provide the commander with an objective evaluation of the effectiveness and efficiency with which his financial and related functions were being performed.

Scientific and Cryptologic Affairs Advisor. (U) Served as the principal advisor to the CDR, INSCOM and his staff on scientific and cryptologic matters.

Public Affairs Officer (PAO). (U) Served as the Public Affairs Officer of INSCOM, advising the commander and staff on all public affairs matters.

Command Psychologist. (U) Served as the psychologist of INSCOM advising the commander on matters pertaining to mental health and providing guidance on psychological factors pertaining to intelligence operations.

Command Chaplain. (U) Served as the chaplain of INSCOM providing advice and assistance to the commander and his staff on religious, moral, moral leadership, and human self-development matters.

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## Personal Staff:

Inspector General (IG). (U) The IG, as member of the personal staff, inquired into and reported upon matters affecting the performance of mission and state of the economy, efficiency, discipline, and morale of every phase of activity which was within the sphere of responsibility of the commanding general and as prescribed by law. On 15 October 1984, a Plans and Analysis Division was created. Given the conditions of a stable force of 13 people and the fact that the Command Group was undergoing a transition itself, it was believed that mid 1984 offered a unique opportunity for the Office of the Inspector General to reorganize. The newly created Plans and Analysis Division was designed to fulfill the following needs: (1) the need for a more systematic approach to inspection planning and the analysis of inspection findings, IGAR trends, and other data to identify systematic issues requiring detailed inspection and resolution; (2) the need to utilize personnel resources more effectively between inspections; and (3) the need for an element to incorporate the functions of a Deputy IG, Executive Officer, or Operations Officer. Besides the Plans and Analysis Division, there remained the Inspections Division and the Assistance and Investigations Division.

Staff Judge Advocate (SJA). (U) The SJA served as legal advisor to the CG, DCG, CofS, and all staff elements of HQ INSCOM and, as necessary, to subordinate elements of the command.

## General Staff:

Deputy Chief of Staff, Personnel (DCSPER). (U) The DCSPER served as the principal staff officer for the administration of military and civilian personnel. Acted for the CDR, INSCOM in the direction, supervision, and coordination of plans, policies, and procedures for personnel administration, distribution, and management; maintenance of order and discipline; safety; welfare; morale; human affairs; and nonappropriated fund activities. Throughout FY 1985, DCSPER remained divided between the ADCSPER Military and the ADCSPER Civilian. The ADCSPER Military oversaw the Military Personnel Division and Plans and Propensity Division. The ADCSPER Civilian oversaw Human Resources Division, Equal Opportunity Program Division, and Civilian Personnel Division.

Deputy Chief of Staff, Operations (DCSOPS). (U) The DCSOPS was the principal coordinating staff officer responsible for current intelligence collection, production, electronic warfare, and counterintelligence, and security support operations. Provided operational policy guidance and direction, coordinated, and

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supervised current operations. Managed REDTRAIN direction; coordinated and supervised current operations. Managed REDTRAIN program as Army executive agent. Provided operationally oriented INSCOM interfaces between national, departmental, theater (echelon above corps), and tactical (echelon below corps), intelligence organizations. Served as the staff Budget Director (current and budget year) for allocation and employment of Program 2, 3, and 8 operational resources. Coordinated operational matters with Department of the Army, NSA/CSS, Department of Defense, DIA, CIA, FBI, joint/combined commands, other MACOM's, and other governmental agencies. Supervised command aviation activities. Prepared and coordinated command operational plans and manages command operational planning system; was command focal point for reserve affairs. Supervised command historical program. Exercised staff proponentcy over the Intelligence Exchange Support Center, Systems Exploitation Detachment, and Administrative Survey Detachment. As a result of the DAIG investigation in 1984, the functions of the Special Disbursing Agent and the Intelligence Contingency Funds (ICF) manager were separated on 1 October 1984. The office of the ICF Management Officer remained within DCSOPS but the disbursing functions were transferred to DCSRM. The ICF Management Officer advised on all aspects of the control, administration, supervision, and utilization of ICF. The officer was accountable to and received technical financial guidance from the Special Finance and Accounting Officer.

(U) Unlike many recent years, there was little reorganization of the structure of DCSOPS. On 1 December 1984, a Project Coordination Office was established directly under the DCSOPS. Its function was to make recommendations as to how the military intelligence community was to handle special operations. On 1 July 1985, the Program, Policy, and Readiness Division was dissolved and its assets scattered among other DCSOPS elements. At the close of FY 1985, DCSOPS consisted of the following major divisions: Project Coordination Office, Administrative Office, History Office, Reserve Affairs Office, ADCSOPS Plans/Training, ADCSOPS OPSEC, ADCSOPS HUMINT, ADCSOPS SIGINT/EW, ADCSOPS IMINT/EO, and ADCSOPS Intelligence Support.

Deputy Chief of Staff, Logistics (DCSLOG). (U) DCSLOG was the principal coordinating staff officer for logistics, and was responsible for integrated logistics planning policy; procurement/contracts; budgeting; distribution, storage, and maintenance of electronic equipment systems (less telecommunications); engineering; construction; support services; transportation; materiel readiness; and real property management.



The DCSLOG also had staff supervision of the Materiel Support Activity and the Maintenance Assistance and Instruction Team Activity.

(U) During FY 1984, the organization of the DCSLOG remained basically the same and consisted of the following: Supply and Services Division, Maintenance Division, Installation Division, Fixed Station Engineering Division, Management Office, Contracts Support Office, and Administrative Office. The Contracts Support Office was new and was established for the purpose of providing the required supervisory, technical review, staff guidance, and contract oversight necessary to act as Heading, Contracting Activity (HCA), for procuring supplies and services in support of classified intelligence operations. The authority to exercise the procurement mission was by letter on 7 June 1985 by the Assistant Secretary of the Army (Research, Development, and Acquisition). The CG, INSCOM had requested HCA authority in April 1985 as a result of the DA Inspector General (DAIG) findings in 1984. The DAIG found that acquisitions were being made by INSCOM activities without the authority of a contracting officer as required by the Federal Acquisition Regulation. In order to correct this deficiency HCA was requested.

Deputy Chief of Staff, Systems (DCSSYS). (U) DCSSYS was the principal coordinating staff officer responsible for INSCOM materiel/systems development. DCSSYS represented INSCOM as the Army's materiel developer of fixed strategic signal intelligence systems and INSCOM operated fixed automated systems. DCSSYS also represented INSCOM in the materiel development process for systems to be used by INSCOM.

(U) The DCSSYS was divided into the Special Assistant Automation, Requirement Division, Systems Division, Automated Management Division, Program Management Office, the [REDACTED] Project Office, and the Data Administrator Office. On 1 May 1985, this was changed with the transfer of the Special Assistant for Automation and the Data Administrator to the newly established DCSIM. At the same time, staff supervision of the Automated Systems Activity was also transferred.

Deputy Chief of Staff, Resource Management (DCSRM). (U) The DCSRM was the principal staff officer in matters concerning management, financial management, and manpower management. The DCSRM established and maintained administrative control of appropriated funds, exercised responsibility for manpower management and The Army Authorization Document System (TAAD), developed and supervised the implementation of force requirements, administered the

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structure and strength program, exercised control over the manpower and equipment survey programs, and reviewed and prepared financial and/or manpower annexes for operational and force development plans. In addition, the DCSRM exercised staff supervision over the Finance and Accounting Activity. As a result of the 1984 DAIG investigation, the Special Finance Accounting Officer was established within DCSRM on 1 October 1984. The office provided disbursing services to activities utilizing Special Mission Funds (SMF) and Intelligence Contingency Funds (ICF).

(U) During FY 1985, DCSRM was composed of the following elements: Administrative Office, Budget Division, Finance and Accounting Division, Management and Analysis Division, and Manpower Division.

Deputy Chief of Staff, Telecommunications (DCSTEL). (U) (See Deputy Chief of Staff, Information Management.)

Deputy Chief of Staff, Plans, Programs, and Modernization (DCSPPM).

(U) DCSPPM was the principal coordinating staff officer responsible for INSCOM long-range and mid-range planning; force design and operational concepts; resource program development, submission, defense, and evaluation. Represented INSCOM in the conceptual and doctrinal aspects of the combat development process. Served as staff point of contact with other Army/DOD activities for force planning, combat developments, TENCAP planning, program submission, and force integration.

(U) At the close of FY 1985, DCSPPM consisted of the Concepts and Studies Division (formerly the Long Range Plans and Studies Office), Force Design and Integration (formerly Force Modernization Division), Programs Division, and Program Plans Division.

Deputy Chief of Staff, Information Resource Management. (U) (See Deputy Chief of Staff, Information Management.)

Deputy Chief of Staff for Information Management. (U) On 1 May 1985, based upon Chief of Staff Army guidance, the responsibility for all information management was placed under a single manager and the Deputy Chief of Staff for Information Management (DCSIM) was established. The DCSIM was the principal staff assistant to the Commander, INSCOM for all matters pertaining to information management. Served as Program Area Director for command programs, budgets, and the Army Management System as they relate to telecommunications/automation. Discharged primary staff responsibilities for engineering, installation, and maintenance of INSCOM information systems. Exercised staff supervision over operation of the Defense Special Security Communication System

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(DSSCS), CRITICOMM, and other telecommunications activities of the command. Directed development of tactical information systems objectives concepts and requirements of the command. Directs. development of tactical information systems objectives, concepts, and requirements within INSCOM areas of interest. Finally, the DCSIM exercised operational control over the USAISC Communications Center supporting USAINSCOM, Arlington Hall Station. The new staff element also exercised control over the Automated Systems Activity and the Administrative/Audiovisual Support Activity.

(U) DCSIM was formed by merging the ACSTEL, the DCSIRM, and the functions of the Special Assistant for Automation and the Data Administrator from DCSSYS into one staff element. Besides an Administrative Branch, the DCSIM was divided into the ADCSIM Telecommunications, ADCSIM Information Services, and ADCSIM Automation.

Command Security Office (CSO). (U) The Chief, CSO formulated, implemented, and supervised policies and procedures for personnel, physical, automation, and information security and acted as command and headquarters security manager, internal OPSEC manager, TEMPEST Coordinating Officer (TCO), and chief law enforcement official for INSCOM.

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Resubordination of U.S. Liaison Branch. (S) [REDACTED]

USC 552 (b) (1)

(S) In October 1984, USAREUR requested the resubordination be delayed until a new, mutually satisfactory MOU between INSCOM and USAREUR could be prepared. [REDACTED]

USC 552 (b) (1)

Transfer of HQ Spaces to Subordinate Units. (U) A headquarters reorganization study led by Colonel Campbell had recommended several transfers of functions and spaces from the staff to the field (e.g. TAREX, Technical Surveillance Countermeasures (TSCM)). There was no agreement among the staff as to what if any spaces should be transferred. This failure coupled with new and higher priority intelligence and security requirements such as Central America, special access programs, increased counterintelligence and polygraph programs, implementation of a Head of Contracting Activity (HCA), and the new training initiative, TROJAN, all led to a relook at the headquarters base.

(U) In March 1985, the Chief of Staff, INSCOM directed each headquarters element to prioritize staff functions to identify possible decrements for reallocation to high priority headquarters or field requirements and excess spaces gained from consolidation of headquarters staff elements at Arlington Hall Station. Each staff element was then to prioritize their functions based on possible 5 percent, 10 percent, and 15 percent decrements.

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(U) In May, after the results of the above drill was in, the Commander, INSCOM approved the 10 percent realignment of the INSCOM headquarters staff spaces and transferred four out of every five identified spaces to subordinate INSCOM units to meet operational requirements. The remainder went to meeting the requirements for new programs or emphasis such as TROJAN. Prior to the decision, there was again reservations voiced by some staff elements. Some because of the fear of losing resources; others because concern for future DA manpower surveys whose cuts would be doubly severe. Brigadier General Scanlon, DCG INSCOM, reportedly a long time advocate of transfer of spaces from the headquarters to the field, believed that the headquarters could take up to 20 percent cuts without harm to staff functions. The cuts resulting from the May decision by the Commander, INSCOM would not take place until FY 1986; officer spaces would be delayed until FY 1987.<sup>2</sup>

Consolidation at Arlington Hall Station. (U) On 20 June 1985, the long-awaited approval by the Director of the Army Staff to consolidate the INSCOM headquarters staff at Arlington Hall Station was received. This was to be accomplished for the most part by CY 1985. Rehabilitation of the facilities vacated by the Intelligence and Threat Analysis Center was one mitigating factor which would possibly delay the final consolidation. A draft OPLAN was published to provide the INSCOM staff and work force guidance to facilitate the consolidation and accomplishment of the milestones. DCSLOG and DCSRM personnel could relocate as determined by the respective staff head prior to December 1985. The movement of the DCSOPS personnel, by far the largest number of personnel from Fort Meade, would occur in early January 1986 unless it could be accomplished sooner. In June, the DCSOPS took the initial steps of assigning new military personnel to duty station at Arlington Hall Station, civilian vacancies at Fort Meade would in the future be filled at Arlington Hall, and MI Excepted Career Program (MICEP) assignment to DCSOPS at Fort Meade would be assigned to Arlington Hall Station. The Director of the INSCOM Support Activity at Fort Meade was directed to develop a support plan which would continue to provide records, mail, and audiovisual support to remaining units at Fort Meade.<sup>3</sup>

HQ INSCOM Reorganization. (U) In July 1983 a reorganization plan for HQ INSCOM was approved, and it was to be implemented over a 3 year period. Before the first year of the plan had ended, the Chief of Staff directed a postponement of the pending DCSOPS reorganization. The DCSOPS was due to transfer spaces to other headquarters elements. Because of the potential loss of operational capability and the arrival of a new Command Group who was committed to operations, a relook was felt to be necessary.

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Colonel Powers, the DCSOPS, was directed to relook the DCSOPS portion of the plan, and Colonel Hambric, serving as a special assistant to the Chief of Staff, was to relook the larger reorganization plan. The relook concluded that the basic structure of the headquarters was sound; however, DCSOPS required additional resources to accomplish its mission.

(U) The relook still did not provide the sought after answers. There was a perception that the DCSOPS was not totally effective in quick, efficient working issues; did not heavily impact on requirements; and lacked the capability to effectively deal with Quick Requirements Capability, low intensity warfare, multidiscipline support to subordinate units (maintained a discipline vice geographical orientation), and special access programs. It was then decided that a new study would be led by staff (Mr. Paul Sutton, Special Assistant) within the Office of the Chief of Staff itself.

(U) A relook was accomplished by starting with the results of the 1983/84 DCSPPM effort and its resulting draft Mission and Functions Manual dated March 1984. Key staff heads and deputies were consulted and their recommendations and opinions polled. A very quick staff concurrence was obtained that the DCSPPM and DCSSYS should be consolidated with the DCSOPS and that the two most important issues to INSCOM were the improvement of DCSOPS and consolidation of information management/automatic data processing (ADP). Additionally, provisions must be made to add or enhance all of the capabilities mentioned in the previous paragraph.

(U) The consensus lasted only a week, and very quickly strong statements were being made for a status quo with the exception of consolidating all ADP/information functions in DCSIM. Mr. Sutton's group recommended a number of alternatives. The ideal solution was to combine DCSOPS, DCSSYS, and DCSPPM to create under the DCSOPS a dual deputy, both the current operations and readiness along with that element that builds the future organizational force and structure. A dual deputy for each area is seen as the most advantageous.

(U) The problem with this approach was that success would be dependent upon having an extremely strong, tough manager and leader, capable of influencing his peers, two deputy commanders and the commander. The continual rapid turnover, split locations, and shortage of this type of a leader negates this approach. Instead the design, planning, and programming of the future force needed to be separate from the daily operations to successfully compete for resources and give these functions the primary attention they

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deserve. The current split allowed an economy of force to give each function the best possible effort within available personnel resources. Future improvement in the command requires a clear view of the future force and the necessary programming action to get there. The recent reorganization effort properly divided the staff functions for HQ INSCOM but stripped an excessive number of personnel from DCSOPS. The programming and force structure efforts of DCSPPM and DCSSYS effort should be retained but done in current resources. The DCSOPS should restructure internally to gain a decreased span of control, provide a geographical orientation and reduce the discipline split. A very concentrated effort should be made to lessen the impact of the Fort Meade split location.

(U) The basic findings of the study were confirmed by the study group led by Colonel Campbell and then acted upon. Separate DCSOPS, DCSSYS, and DCSPPM were maintained. The DCSOPS would be strengthened by halting the pending transfer of resources to other staff elements. These resources should be used in developing a geographical orientation. A final major step was the consolidation of all information resource management, automation, and Administrative/Audiovisual Support Activity functions under the DCSIM. The consolidation of functions under DCSIM took place on 1 May 1985. Colonel Campbell's study group also recommended reduction of headquarters staff to meet operational needs in the field and new command initiatives.<sup>4</sup>

Transfer of Detachment Hahn. (U) Detachment Hahn, a paragraph on the augmentation of the 66th MI Group, had the mission of providing SIGINT and IMINT support to echelon corps and below commanders and echelon above corps battle managers. Additionally, the detachment was to demonstrate the mobility of the Tactical Reconnaissance Exploitation Demonstrations System (TREDS) and assist in development of equipment testing and organizational structures which maximize efficiency, speed, and responsiveness. Detachment Hahn was located at Metro Tango, 8 miles northeast of Hahn Air Base in Germany. On 1 May 1985, the administrative and operational control of the detachment was transferred from the 502d ASA Battalion to the 66th MI Group. Because the detachment had to rely upon the Air Force for support, it was felt that subordination to a higher level of command would be advantageous.<sup>5</sup>

Relocation of Pentagon Counterintelligence Force. (U) The Pentagon Space Manager directed that the INSCOM Pentagon Counterintelligence Force (PCF) be relocated elsewhere than the Pentagon due to demands upon space in the building. The PCF was low on the priority list due to the fact that it was a subordinate element to a MACOM and not the HQDA staff. The notice to vacate

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was done with less than 30 days notice. On a short-term basis, the PCF was relocated to Building A, Arlington Hall Station, on 18 March 1985. But this relocation could only be temporary due to space constraints. Also Colonel Francis Creighton, Commander, 902d MI Group which exercised control of the PCF, had expressed a goal of decreasing the emphasis on operations security (OPSEC) and giving priority to the "classical counterintelligence" skills such as interviewing, surveillance, and report writing. To achieve this goal, plans were made to establish a training unit at Fort Meade, Maryland, whose purpose would be to train the personnel of the 902d MI Group in counterespionage, ADP security, and other aspects of counterintelligence. With the relocation of PCF and the decreased emphasis on OPSEC enabled Colonel Creighton to reduce the support to the Pentagon to a five-man Resident Office at Arlington Hall Station and transfer the remainder to Fort Meade to form the training unit.

(U) On 10 July 1985, the PCF was restationed to Building 2842, Fort Meade, Maryland. Six personnel remained at Arlington Hall Station to form the Pentagon Resident Office (PRO) and became subordinate to the Fort Meade Military Intelligence Detachment (MID). Due to restrictions on moving military personnel twice in one year and the commander's desire to preclude causing financial and personnel hardships to families who had located in the Washington, D.C. area, many members of the PCF were assigned out of the 902d MI Group, assigned special duty to nearby units while remaining assigned to PCF, or assigned to the Pentagon Resident Office. The Technical Surveillance Countermeasures (TSCM) team was detached and remained at Arlington Hall Station; it was later combined with the Capitol Hill Team to service the entire National Capital Region.

(U) On 19 August 1985, the PCF was subordinated to the MI Battalion (CI) East Coast at Fort Meade as a military intelligence training detachment.<sup>6</sup>

Relocation of the USA Special Security Group. (U) During FY 1985, the USA Special Security Group underwent two relocations: 22 January to 1 February 1985 from the Pentagon to A Building, Wing 5, Arlington Hall Station, and 20 to 27 May 1985 from Wing 5 to Wing 8 of the same building. The move from the Pentagon to Arlington Hall Station was directed by the Pentagon Space Manager. This was due to the prioritization of space. Subordinate units to major Army commands had lower priority than elements belonging to HQDA Staff.<sup>7</sup>

Reorganization of the 902d MI Group. (U) During FY 1985, the 902d MI Group reorganized its assets internally. [REDACTED]

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[REDACTED] On 1 October 1984, the INSCOM Counterintelligence and Signal Security Support Battalion, Fort San Houston was discontinued and its assets divided upon three reorganized battalions. At the same time, the CI and SIGSEC Support Battalion, Presidio of San Francisco was redesignated as the INSCOM MI Battalion (CI) West Coast; the CI and SIGSEC Support Battalion, Fort George G. Meade was redesignated the INSCOM MI Battalion (CI) East Coast; and the INSCOM Security Support Detachment, Fort George G. Meade was redesignated as INSCOM MI Battalion (Security). [REDACTED]

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(C) [REDACTED]

Additional personnel resources were requested to support the expanding polygraph mission and to support ADP security software analysis, but neither had been resourced.

(U) However, it was felt that the organization of the 902d MI Group did not provide the optimum structure to accomplish the group's mission. The mix of functional and geographical missions created problems in command and control and did not allow adequate flexibility to focus assets on the group's priority missions. Within the functional (primarily technical CI support) tasks, the problem was compounded by a mix of centralized (Technical Surveillance Countermeasures (TSCM), polygraph, and ADP security) and decentralized TEMPEST operations. There was an urgent need to provide adequate command and staff supervision of tech services and tech training through centralized control of the CI services. This could produce significant resource savings, provide needed technical control, and allow more efficient allocations of scarce resources against priority missions.

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(U) During the 902d MI Group's In Process Review held on 16 July 1985, there was a realignment of the 902d MI Group. By late August, approval had been received from the VCSA to proceed as an exception to the then current Documentation Modernization (DOCMOD) restrictions. The implementation date for the realignment was set for 1 March 1986.

(U) The goal of the realignment was to functionally reorganize and restructure the 902d MI Group to meet the increasing demands for CI support to DA approved SAP's, increase and improve the command, control, and oversight of assigned technical CI capabilities, and create a functionally structured organization that could conduct the total range of CI operations, investigations, and services with maximum efficiency. The significant increase in the number of DA approved SAP's which required INSCOM CI support IAW AR 380-381, the assumption by the 902d MI Group of the CONUS counterespionage mission in 1985, and the lack of adequate command, control, and oversight of CI technical assets dictate this reorganization and restructuring.

(U) In general terms, the realignment will result in the group being aligned along functional mission lines to provide enhanced command, control, and oversight of group operations. The 902d MI Group headquarters will exercise command and control of its three subordinate battalions for all CI operations. The MI Detachment (CI) (Support) will be attached to MI Battalion (CI) (Technical) and MI Detachment (CI) Defense Nuclear Agency (DNA) will be attached to MI Battalion (CI) (Security) for command and control.

(U) The following name changes are required to accurately reflect the distinct missions of the subordinate battalions and detachments: East Coast Battalion becomes MI Battalion (CI) (Technical), West Coast Battalion becomes MI Battalion (CI), Pentagon CI Force becomes MI Detachment (CI) (Support), CI Detachment DNA becomes MI Detachment (CI) (DNA), and MI Battalion (Security) becomes MI Battalion (CI) (Security). This reorganization will be completed utilizing current allocated group assets of 683.

(U) In the second phase of the reorganization (FY 1987), the MI Battalion (CI) headquarters will be relocated from Presidio of San Francisco, California, to Fort George G. Meade, Maryland. At the same time, the MI Detachment (CI) (Support) will be made organic to MI Battalion (CI) (Technical) and MI Detachment (CI) (DNA) will be made organic to MI Battalion (CI) (Security).<sup>8</sup>

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Reassignment of the USA Systems Exploitation Detachment. (S)

[REDACTED]

On 15 May 1985, the operational and administrative control of the unit and its functions were transferred. (The USA Operational Group designated the new element as Detachment S.) The actual discontinuance of the USA Systems Exploitation Detachment would not take place until FY 1986, and due to administrative procedures, the actual transfer of personnel spaces from the TDA of the detachment to the other TDA's would not happen until FY 1987.<sup>9</sup>

Reorganization and Redesignation of the USA Special Operations Detachment. (S)

[REDACTED]

The culmination of the reorganization was the redesignation of the Special Operations Detachment to USA Foreign Counterintelligence Activity on 1 July.<sup>10</sup>

Establishment of Subcontrol Offices. (S) USAINSCOM Letter of Instruction, dated 27 February 1985, subject: U.S. Army Counterespionage (CE) Programs Conducted by INSCOM, approved/directed the establishment of subcontrol offices (SCO) within the 470th, 500th, and 902d MI Groups for the management of CE activities.

[REDACTED]

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[REDACTED]

The Foreign Counterintelligence Activity continued to function as the INSCOM Control Office for Management of CE investigative activities, retaining overall management responsibility within INSCOM.

[REDACTED]

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[REDACTED]

Military Intelligence Battalion (Low Intensity). (C) During FY 1985, the Vice Chief of Staff Army tasked INSCOM to field high technology systems to support low intensity conflict operations.

[REDACTED]

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HUMINT Subarchitecture--POW Interrogation and Document Exploitation Activities during Wartime. (U) USAREUR was responsible for developing a HUMINT subarchitecture which will be one of several subarchitectures supporting the USEUCOM Theater Intelligence Architecture Plan (TIAP). The TIAP was designed to enable the theater commander to better coordinate intelligence planning by identifying and programming use of available and projected service, national, and allied resources. INSCOM was responsible for addressing the Interrogation of Prisoners of War (IPW) and Document Exploitation (DOCEX) portions of the HUMINT subarchitecture. This effort was to result in a strawman theater concept of operations of IPW/DOCEX consisting of a baseline definition (current capabilities), requirements identification, shortfall identification, and a concept architecture.<sup>13</sup>

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Operational Guides (OG) for EAC Intelligence and Electronic Warfare (IEW) Units. (U) Concepts and studies continued to develop OG's to ensure the new echelon above corps (EAC) IEW units had appropriate "how to" guidance. An operational guide, titled "EAC IEW Operations," which provided an overview of the EAC IEW force structure and operations, was completed and distributed in March 1985. Several operational guides were completed on EAC units which had been developed as part of the Army of Excellence: Intelligence Center (EAC) (April 1985); MI Company/Battalion, Imagery Interpretation (EAC) (April 1985); Headquarters and Headquarters Company (HHC) (EAC), MI Brigade (April 1985); MI Company/Battalion Collection and Exploitation (EAC) (May 1985); and MI Battalion, Interrogation and Exploitation (EAC) (August 1985). These guides were provided to USA Intelligence Center and School (USAICS) to be used as a basis for the development of field circulars for EAC MI units. The HHC (EAC), MI Brigade Operational Guide was used as the basic reference document by USAICS in the development of FC 34-123, HHC (EAC), MI Brigade, dated June 1985. Still under development were operational guides for MI Company/MI Battalion, SIGINT (EAC); MI Battalion, Counterintelligence (EAC); MI Battalion, Controlled Collection (EAC); and MI Battalion Low Intensity (EAC).<sup>14</sup>

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FOOTNOTES: CHAPTER III. ORGANIZATION

1. Paper, IAOPS-H-PCO, subj: Resubordination of USLB (5 Feb 86) (S/NOFORN).
2. DF, IAOPS-PPR, subj: HQ Reorganization (29 Mar 85) (U); DF, IARM-S, subj: HQ Organization (14 May 85) (U).
3. LOI, IALOG-I, subj: LOI for Implementation of Arlington Hall Station Backfill Plan - U.S. Army Intelligence and Security Command (29 May 84) (U); DF, IAOPS, subj: HQ, INSCOM Consolidation/Backfill AHS (17 Jun 85) (U); DF, IACS, subj: Consolidation at Arlington Hall Station (27 Jun 85) (U).
4. Paper, Mr. Paul Sutton (OCofS), subj: Headquarters INSCOM Reorganization (5 Nov 84), (U).
5. Msg, CDR INSCOM (IAOPS-PPR), subj: Change of OPCON/ADCON of Det Hahn to 66 MIGP (182130Z Mar 85) (U); Interview, Mr. David Reniere (ODCSOPS) (15 Jun 86) (U).
6. FY 1985 MI Bn (East Coast) AHR (U), pp. 75-76; Msg, CDR INSCOM (IAOPS-PPR), subj: Request for Unit Move Approval (271450Z Mar 85) (U).
7. FY 1985 SSG AHR (S), p. 9.
8. FY 1985 902d MI Gp AHR (S), "Personnel" Section; Ltr, CDR 902d MI Gp to CDR INSCOM, subj: Proposed Realignment of 902d MI Group (27 Aug 85) (U).
9. Msg, CDR INSCOM (IAOPS-H), subj: Unit Redesignation (171605Z May 85) (C/NOFORN); Interview, Mr. David Reniere (ODCSOPS) (15 Jun 86) (U); [REDACTED]
10. FY 1985 FCA AHR (S/NOFORN), pp. 2-6.
11. Ibid., p. 10, Annex.
12. FY 1985 DCSPPM AHR (S/NOFORN), ch IV.
13. Ibid.
14. Ibid.

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## Chapter IV

### RESOURCES AND MANAGEMENT

Operations and Maintenance, Army (OMA) Funds. (U) FY 1985 was an extraordinary year for INSCOM in that over \$15 million was returned to DA. Of this figure, \$11 million was INSCOM's and \$4 million belonged to other activities in INSCOM funding profile. Below is a quick overview of what subprograms and associated projects were affected by the turn-in:<sup>1</sup>

#### P2

2,925 INSCOM  
2,400 ELT \*Other Activity  
5,325

#### P3I

7,975 INSCOM  
1,665 ITAC/AIA \*Other Activity  
206 LANCE PERRY \*Other Activity  
9,846

#### P3C

215 BASEOPS and TEMPEST

#### P7

34 Second Destination Transportation

#### P8T

100 Military Training

#### P80

32 ACES/EDG

#### P9

11 QRIP

(U) The U.S. Army Intelligence and Security Command's OMA funding program at the close of FY 1985 consisted of \$206,077,000 of Direct Funds and \$35,000 of Funded Reimbursements for a total of \$206,112,000. The table below shows a breakout of direct funding by subprogram at the close of FY 1985.<sup>2</sup>

**Table 1. - Direct Funding by Subprogram.  
(As of 30 September 1985)**

<u>Subprogram</u>	<u>FY 1985</u>
P2 (General Purpose Forces)	\$ 35,315,000
P3I (Intelligence Activities)	143,854,000
P3C (Communications Security)	3,030,000
P7 (Troop Issue)	98,000
P80 (Education Services)	1,087,000
P8T (Training)	1,614,000
P9 (Administration and Associated Activities)	22,000
Base Operations (AHS & VHFS)	<u>21,057,000</u>
 <b>TOTAL</b>	 <b><u>\$206,077,000</u></b>

(U) The following is an audit trail (\$ in thousands) from DA dollar guidance use for preparation of the FY 1985 Command Operating Budget (COB) to final FY 1985 Annual Funding Program (AFP):<sup>3</sup>

Program 2

<u>Dollar Guidance - FY 1985 COB</u>	\$ 37,433
Leased Communications	(195)
Force Mod TENCAP	1,388
 <u>FY 1985 Initial AFP</u>	 \$ 38,626
ELT	95
CW	1,229
REDTRAIN to FORSCOM	(50)
P2 Mission	(2,800)
OPFOR FMA	715
ELT	<u>(2,500)</u>
 <u>Final FY 1985 AFP</u>	 <u>\$ 35,315</u>

Program 3I



SUSC552 (b) (2)

<u>Dollar Guidance - FY 1985 COB</u>	\$159,348
[REDACTED]	62
Transfer to ACSI	(173)
C3	(97)
PBG Corrections	(2,468)
AIA Adj/Transfer	(382)
MPR Align	3
Classified Program	(4,048)
DOMA	330
CRA Withhold	(14,437)

SUSC552 (b) (2)

<u>FY 1985 Initial AFP</u>	\$138,138
DOMA Adj	(330)
[REDACTED]	200
Classified Project	225
HAC Restored	1,000
Canal Pilot	464
OPSEC Spt	(2,311)
CRA Release	14,437
Unemployment/MPDI	(514)
Customs	45
ADPE Lease Restored	650
TSCM Equipment	165
WPE Buyout	200
AIA Returned	(322)
P3I Mission	(5,384)
ITAC Reduction	(1,343)
[REDACTED]	(206)
Transfer to BASEOPS	(1,260)

SUSC552 (b) (2)

<u>Final FY 1985 AFP</u>	<u>\$143,854</u>
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Program 3C

<u>Dollar Guidance - FY 1985 COB</u>	\$ 3,233
CRA Withhold	(81)
<u>FY 1985 Initial AFP</u>	\$ 3,152
CRA Withhold Restored	81
Program Directors Adj	(65)
Pay Raise	30
Transferred to BASEOPS	(73)
P3C Returned	(95)

<u>Final FY 1985 AFP</u>	<u>\$ 3,030</u>
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Program 7

<u>Dollar Guidance - FY 1985 COB</u>	\$ 132
CRA Withhold	(7)
<u>FY 1985 Initial AFP</u>	\$ 125
CRA Restoral	7
Funds Returned	<u>(34)</u>
<u>Final FY 1985 AFP</u>	<u>\$ 98</u>

Program 8T

<u>Dollar Guidance - FY 1985 COB</u>	\$ 1,510
Physical Fitness	4
<u>FY 1985 Initial AFP</u>	\$ 1,514
Anti-Terrorist Tng	200
Funds Returned	<u>(100)</u>
<u>Final FY 1985 AFP</u>	<u>\$ 1,614</u>

Program 80

<u>Dollar Guidance - FY 1985 COB</u>	\$ 507
COA Reduction	(16)
CTED	624
<u>FY 1985 Initial AFP</u>	\$ 1,115
Funds Returned	<u>(28)</u>
<u>Final FY 1985 AFP</u>	<u>\$ 1,087</u>

BASEOPS

<u>Dollar Guidance - FY 1985 COB</u>	<u>\$19,400</u>
CRA Withhold	(2,431)

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<u>FY 1985 Initial AFP</u>	<u>\$16,967</u>
CRA Release	2,431
Environmental (Cong. Adj)	(5)
RPMA/BASEOPS Cut	(686)
Funds Returned	(305)
Program Adjustments	(13)
Commercial Activities	583
RPMA Projects	610
Pay Raise	140
Transfer from P3I	1,260
Transfer from P3C	<u>73</u>
<u>Final FY 1985 AFP</u>	<u>\$21,057</u>

## Program 9

<u>Dollar Guidance - FY 1985 COB</u>	\$ 0
<u>FY 1985 Initial AFP</u>	0
QRIP/PECIP OMA Funds	33
Funds Returned	<u>(11)</u>
<u>Final FY 1985 AFP</u>	<u>22</u>

(U) The following table reflects direct obligations by elements of expense for FY 1985 (\$ in thousands): Obligations of \$205,842,000 and Annual Funding Program of \$206,077,000 resulted in an obligation rate of 99.9 percent.<sup>4</sup>

Table 2. - Direct Obligations for FY 1985.

<u>Element of Expense</u>	<u>P2</u>	<u>P3I</u>	<u>P3I</u>	<u>P7</u>	<u>P8T</u>	<u>P80</u>	<u>P9</u>	<u>BO</u>	<u>Total</u>	<u>Percent</u>
Civ Pay	1,451	48,469	1,269	30	-	704	-	5,378	57,301	28
Travel	4,540	9,301	353	52	1,273	126	-	44	15,689	8
T/T	638	863	15	1	3	2	-	32	1,554	1
Rnt/Com/Ut	679	5,177	206	-	-	-	-	375	6,437	3
Cont Svc	20,120	60,324	499	5	316	246	6	11,846	93,362	45
Supplies	7,518	15,431	691	9	14	7	16	3,179	26,865	13
FNH	<u>345</u>	<u>4,289</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>4,634</u>	<u>2</u>
<b>TOTAL</b>	<b>35,291</b>	<b>143,854</b>	<b>3,033</b>	<b>97</b>	<b>1,606</b>	<b>1,085</b>	<b>22</b>	<b>20,854</b>	<b>205,842</b>	<b>100</b>

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Family Housing Units. (U) The U.S. Army Intelligence and Security Command operated and maintained family housing units at Arlington Hall Station and Vint Hill Farms Station. Funds received from Department of the Army for these units for FY 1985 were \$1,550 of which \$1,548 was obligated (99.9 percent).<sup>5</sup>

INSCOM Program and Budget Guidance, FY 1985 (Authorized Strength).

(S) Based on DA Program and Budget Guidance, October 1985, the manpower data shown in the following table represents the authorized strength for end of FY 1985:<sup>6</sup>

Table 3. - INSCOM Program and Budget Guidance, FY 1985.

Program	<u>Authorized Strength</u>							TOTAL
	OFF	WO	ENL	MIL	US	CIV	FN	
P2 Gen Purpose Forces	[REDACTED]							[REDACTED]
P3 Intel & Comm								
P7 Supply								
P8 Training								
P3 Support to NSA								
MFH								

TOTAL

[REDACTED]

Civilian Strength by Program. (S) The following table reflects authorized and assigned civilian strength by program. It includes foreign nationals, temporaries, and permanent overhires.<sup>7</sup>

Table 4. - Civilian Strength by Program.

Program	Authorized	Actual
2 Gen Purpose Forces	[REDACTED]	
3 CCP		
Cryptologic Acty	[REDACTED]	
Base Opns/RPMA		
AMHA	[REDACTED]	
GDIP		
HUMINT	[REDACTED]	
ADP		
TECRAS	[REDACTED]	
DCSS		
AMHA	[REDACTED]	
Other		

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<u>Program</u>	<u>Authorized</u>	<u>Actual</u>
CRP		
COMSEC		
Base Opns/RPMA		
AMHA		
CI & IA		
FCI		
S&IA		
AMHA		
7 TISA		
8 ACES		
MFH		
TOTAL		

Morale and Welfare. (U) The command supported numerous programs evolving from the Family Action Plan I and II, most of which pertained only to Vint Hill Farms since they were the only INSCOM installation providing quarters for married personnel. Survey results indicated that host installations were providing an excellent service to INSCOM personnel and that INSCOM personnel, through their volunteer services, provided invaluable assistance and support to the host command programs.

(U) The command was successful in obtaining \$1.3 million on nonappropriated funds from the Army Morale Support Fund to build a community center at Vint Hill Farms Station. Construction began in May and is scheduled for completion in 2d Quarter FY 1986. The new structure will house the Army community service, youth activities, privacy rooms for counselling, and an auditorium-type area for family meetings, plays, etc.

Command Officer Personnel Strength. (U)

HQDA Reenlistment Award. (U) U.S. Army Intelligence and Security Command was presented the HQDA Reenlistment Award for FY 1984 at the meeting of the DA Reenlistment Steering Group in March 1985.<sup>10</sup>

Operations and Maintenance, Army (OMA) Funds. (U) a. PE 381055: FY 1985 funds were allotted a level of \$2,082K for supplies, TDY, and various support services. A further \$770K was provided in the PE for civilian compensation.<sup>11</sup>

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b. PE 393111: Civilian compensation was \$115K and an additional 7.5K was provided for TDY.

c. PE 814771: \$9.4K was allocated for military TDY for training.

ADP Security. (U) The INSCOM Automation Security Program Manager (SPM) function was transferred from the Command Security Office to the Office of the Assistant Deputy Chief of Staff for Information Management-Automation effective 1 August 1985. This decision was based on the availability of manpower and technical expertise within DCSIM to effectively manage the program--two essentials which were lacking in the CSO.

(U) DCSIM facility accreditation documentation was forwarded to the CSO in August 1985 in support of the SCIF reaccreditation of INSCOM Headquarters Building 1 and "A" Building.<sup>12</sup>

Microfilm Index Project for Investigative Records Repository (MIP IRR). (U) In conjunction with providing the information concerning Mengele requested by President Reagan, information from the microfilm library of more than 15,800 reels of intelligence investigative material and 1,700 reels of index data, catalogs, and microfiche were entered into the Defense Central Index of Investigations. An estimated 500,000 records remain to be entered. SEB supported this effort through our Automated Data Section which provides data entry services to IRR.<sup>13</sup>

Personnel Security. (U) In June all MACOM's were directed to eliminate and reduce security clearances. The overall Army target was a 10 percent reduction. Due to the missions of INSCOM and the pervasive sensitivity of the command, a more modest reduction of 2 percent was asked. With considerable help from INSCOM DCSOPS and DCSPER along with honest efforts from subordinate units, a total of 290 security clearances were identified for elimination. This represented 2.34 percent of all security clearances.<sup>14</sup>

INSCOM Commanders Badges. (U) A new series of personalized badges was developed for INSCOM commanders for their use when visiting the headquarters. The badges were made using copies of command photographs.<sup>15</sup>

Public Affairs Activities. (U) The Office of Public Affairs exercises staff supervision over authorized INSCOM unit newspapers and critiques authorized unit newspapers in preparation for the annual Keith L. Ware awards. The following is a list of INSCOM publications as of 30 September 1985.<sup>16</sup>

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Publication

Unit Publisher

Alamo Wrangle  
Augsburg Profile  
Red Dragon  
The Dagger  
Torii Typhoon  
Vanguard  
Kunia Underground News  
Caribbean Sentinel  
Diogenes Review  
Field Station Berlin Voice

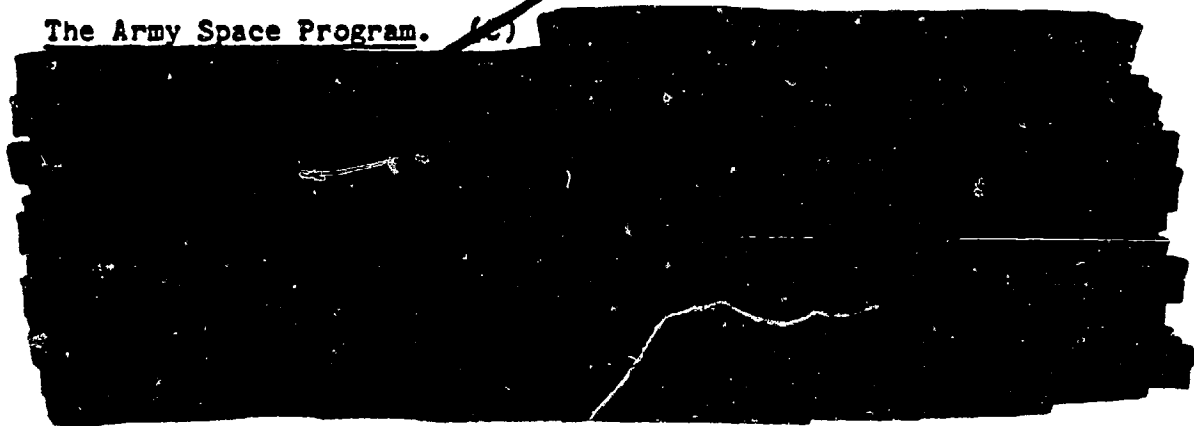
USAFS San Antonio  
USAFS Augsburg  
501st MI Group  
66th MI Group  
USAFS Okinawa  
Vint Hill Farms Station  
CONUS MI Group  
USAFS Kunia  
USAFS Key West  
USAFS Berlin

IGAR's. (U) There was a decrease in IGAR's processed by HQ INSCOM detailed IG's during FY 1985, to include those evolving from complaint periods conducted as an integral part of inspections. Eighty-four such IGAR's were completed in FY 1985 compared to 104 in FY 1984. Acting Inspectors General at major subordinate units processed 113 additional IGAR's, representing 57 percent of the total IGAR cases as compared to 47 percent in FY 1984. Of the total 197 IGAR's processed by INSCOM IG/AIG's in FY 1985, 31 percent were substantiated, 59 percent were nonsubstantiated and 10 percent were assistance cases.<sup>17</sup>

Congressional Inquiries. (U) During FY 1985, 34 Congressional Inquiries were responded to, an increase from the 28 processed in FY 1984. In addition, AIG's reported two Congressional Inquiries processed directly between HQDA and INSCOM subordinate commands. Of the 36 total inquiries, 4 were defined as assistance cases, 25 as nonsubstantiated, and 7 were substantiated.<sup>18</sup>

IG Investigations. (U) No IG investigations were completed during FY 1985 and none were pending at the close of the period.<sup>19</sup>

The Army Space Program. (C)



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Historical Monographs. (U) To continue the efforts of communicating interested historical matters to the troops and MI specialists, the History Office extended its affective writing tools. In FY 1985, the "MI: A Picture History" was completed and published through the Government Printing Office. In April 1985, 3,000 copies (1,000 hardback and 2,000 soft cover) of the pictorial history were issued to INSCOM for distribution within the command. The book represents the first history on military intelligence to be published and sold by the U.S. Government and the first INSCOM history accepted for publication by the Government Printing Office.<sup>21</sup>

Program Analysis and Resource Review (PARR). (U) The PARR is another vehicle by which INSCOM submits dollar and manpower requirements for the program years. These requirements must not be fundable by any of the NFIP programs. The command's FY 1987-1991 PARR was submitted to DA on 11 January 1985. Fiscal guidance constrained INSCOM's dollar growth to 1 percent of its total obligational authority (TOA), which amounted to \$1.213M and zero manpower growth. For the first time, the MACOM's were invited to brief their initiatives to the Army Functional Panels. Out of INSCOM's 29 initiatives, only 11 chose to brief the panels and did so between 29 January to 19 February 1985. In addition, the MACOM's were required to brief the Director of Program and Evaluation, MG Woods, on their PARR. Chief, Programs Division briefed on 24 January 1985 while eight other INSCOM staff representatives attended.

(U) Also for the first time, feedback on INSCOM's PARR submission was received from ACSI (Plan, Programs, and Budget Office) on 2 April 1985. This enabled feedback to the staff on the status of INSCOM's initiatives, up to the Program Budget Committee (PBC) Review and before the Select Committee (SELCOM) Review. A profile of INSCOM's PARR initiatives follows. It displays how many initiatives ACSI supported by converting them to an Army Staff (ARSTAF) Program Development Increment Package (PDIP), thereby elevating their priority. It also reflects which PDIP's were integrated into the Army's Program Objective Memorandum (POM).<sup>22</sup>

Table 5. - FY 1987-1991 PARR Initiatives.

<u>INSCOM</u>	<u>ACSI</u>	<u>POM SPTD PDIP # AND TITLE</u>
<u>Initiated:</u>	<u>SPTD</u>	
9 New Initiatives	-	257D AGR Mod Planners 269H AHS Caretaker Costs
8 Special Displays (Mnpr)	5	2S7B INSCOM HCA Operations
11 Special Displays (\$)	5	"
3 Recommended Changes	-	+2SA3 REDTRAIN
(Only one requested funding increase +)		

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<u>INSCOM</u>	<u>ACSI</u>	<u>POM SPTD PDIP # AND TITLE</u>
<u>Responded to:</u>	<u>SPTD</u>	
4 DA-Directed (Non-TAA)	-	DD7U Force Protection

Military Justice. (U) . A breakdown of the military justice reports for FY 1985 revealed the following statistics:23

## Article 15's

FY 1984: 561  
FY 1985: Summarized - 179/Formal - 426

## Courts-Martial

<u>FY 1984</u>		<u>FY 1985</u>	
Summary	8	Summary	9
Special	8	Special	7
General	4	General	8
<b>TOTAL</b>	<b>19</b>	<b>TOTAL</b>	<b>24</b>

## Drug Offenses

FY 1984: 72  
FY 1985: 109

## FY 1984 Administrative Eliminations

(AR 635-200) <u>Hon</u>	<u>Hon</u>	<u>Gen</u>	<u>Less Than</u>
Chapter 5 (Sep for Convenience for Govt)	6	0	1
Chapter 9 (Alcohol or Drug Abuse)	10	5	0
Chapter 10 (Discharged for Good of Service)	0	1	10
Chapter 13 (Separated for Unsuitability)	23	15	0
Chapter 14 (Separated for Misconduct)	1	6	1
All others:	25	3	0

## FY 1985 Administrative Eliminations

Chapter 5 (Sep for Convenience of Govt)	17
Chapter 9 (Alcohol or Drug Abuse)	4
Chapter 10 (Discharged for Good for Service)	6
Chapter 13 (Separated for Unsuitability)	21
Chapter 14 (Separated for Misconduct)	27
Chapter 15 (Separated for Homosexuality)	2
All others:	30

Enlisted Personnel Strength Posture. (U) Enlisted personnel posture by MOS (EW/Crypto and HUMINT MOS's) is shown in the table below.<sup>24</sup>

Table 6. - Enlisted Personnel Posture for FY's 1984-1985.

<u>MOS</u>	<u>4th Qtr FY 1984 Auth/Asg</u>	<u>Percent Of F111</u>	<u>4th Qtr FY 1985 Auth/Asg</u>	<u>INSCOM Percent Of F111</u>	<u>DA Percent Of F111</u>
05D	[REDACTED]	113	[REDACTED]	119	134
05G	[REDACTED]	101	[REDACTED]		
05H	[REDACTED]	105	[REDACTED]	121	140
05K	[REDACTED]	113	[REDACTED]	118	140
33M			[REDACTED]	88	91
33P			[REDACTED]	97	100
33Q			[REDACTED]	107	99
33R			[REDACTED]	104	54
33T			[REDACTED]	99	88
33S	[REDACTED]	98	[REDACTED]		
98C	[REDACTED]	104	[REDACTED]	103	99
98G	[REDACTED]	97	[REDACTED]	99	82
98J	[REDACTED]	95	[REDACTED]	124	106
98Z	[REDACTED]	116	[REDACTED]	95	87
96E	[REDACTED]	85	[REDACTED]	86	98
96C	[REDACTED]	82	[REDACTED]	300	
96D	[REDACTED]	71	[REDACTED]	68	90
97B	[REDACTED]	72	[REDACTED]	80	80
97C	[REDACTED]	26	[REDACTED]	39	47
97G	[REDACTED]		[REDACTED]	85	72
97E	[REDACTED]		[REDACTED]	90	63

SUSC562 (b) (2)

- Notes: 1. MOS 05G converted to MOS 97G.  
2. MOS 33S converted to MOS 33M, 33P, 33Q, 33R, 33T  
3. MOS 96C converted to MOS 97E.

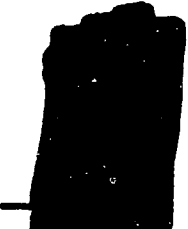

Table 7. - Enlisted Personnel Strength Posture by Area and Unit.  
(As of 30 September 1985)

<u>Unit</u>	<u>Authorizations</u>	<u>Assigned</u>
<u>European Area</u>		
Field Station Augsburg	[REDACTED]	[REDACTED]
Field Station Berlin	[REDACTED]	[REDACTED]
Field Station Sinop	[REDACTED]	[REDACTED]
USA Cryptologic Support Group	[REDACTED]	[REDACTED]
66th MI Group	[REDACTED]	[REDACTED]
USA Russian Institute	[REDACTED]	[REDACTED]
USA Foreign Lan Trng Ctr Europe	[REDACTED]	[REDACTED]
TOTAL	[REDACTED]	[REDACTED]

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<u>Unit</u>	<u>Authorizations</u>	<u>Assigned</u>
<u>Panama Area</u>		
470th MI Group		
EAC Aviation Intel Co		
Field Station Panama		
TOTAL		
<u>MAIT Team</u>		
USA MAIT Team		
USA Mission Support Activity		
TOTAL		
<u>Pacific Area</u>		
Field Station Kunia		
Field Station Okinawa		
ITIC-PAC		
500th MI Group		
501st MI Group		
TOTAL		
<u>CONUS Area</u>		
Admin/AV Support Activity		
Automated Survey Det		
Admin Survey Det		
Central Security Facility		
CONUS MI Group		
Finance Accounting Activity		
513th MI Group		
National Training Ctr		
USA Garrison, AHS		
HQ INSCOM		
HQ INSCOM, Ft. Meade		
HQ Support Activity		
Intel Exchange and Support Ctr		
Field Station Key West		
902d MI Group		
Operational Group		
Field Station San Antonio		
Foreign CI Activity		
Special Security Group		
USA Garrison, VHFS		
TOTAL		

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<u>Unit</u>	<u>Authorizations</u>	<u>Assigned</u>
<u>INSCOM Consolidated</u>		
European Area		
Panama Area		
MAIT Team		
Pacific Area		
CONUS Area		
TOTAL		

SUSC552 (b) (2)

Command Personnel Situation. (C) Actual total command strength for FY 1984 and FY 1985 are shown below.<sup>25</sup>

	30 September 1984					
	<u>OFF</u>	<u>WO</u>	<u>ENL</u>	<u>TOT MIL</u>	<u>CIV</u>	<u>GRAND TOTAL</u>
Actual						

	30 September 1985					
	<u>OFF</u>	<u>WO</u>	<u>ENL</u>	<u>TOT MIL</u>	<u>CIV</u>	<u>GRAND TOTAL</u>
Actual						

SUSC552 (b) (2)

(U) FY 1985 command personnel strength by unit, see appendix F.

INSCOM Senior Level (13-15) Positions (High Grade). (U) In March 1984, DA lifted the high grade ceiling, but INSCOM continues to centrally manage and allocate its high grade positions. In its place, OMB/OPM directed that each DOD agency reduce its GS/GM 11-15 population by 1.5 percent a year in FY 1985 through FY 1988. During FY 1985, INSCOM increased its GS/GM 11-15 strength by 84 positions. Failure to meet its FY 1985 reduction goal (which was 11) was due to new priority mission requirements, internal promotions, increased fill, and 26 newly authorized manpower spaces. On 14 May 1985, the Chief of Staff issued a policy letter directing that all nonsupervisory GS-11 and 12 positions be filled at the GS-09 level or lower in an effort to comply with the high grade reduction initiative.<sup>26</sup>

PMO Advisory Committee. (U) In July 1984, the Chief of Staff established a Position Management Officer Advisory Committee to assist him in ensuring that the INSCOM Position Management Program is judiciously managed. The committee members designated were: P. Singleton, D. Perthel, W. Willoughby, R. Altman, R. Hutchinson, J. Davis, A. Ressler (chairman), and A. Cardillo (executive agent).

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In mid-year, R. Hutchinson was replaced by D. Smith. The committee reviewed and recommended approval/disapproval of requests for additional high grade positions (GS/GM 13-15), and exceptions to the INSCOM grade, provided advice on restructuring of positions and reorganizations, ensured maintenance of average grade, and recommended the reallocation of high grade resources as priorities changed. During FY 1985, the committee reviewed 28 position management cases.<sup>27</sup>

Equal Employment Opportunity Program. (U) The following is a brief command overview of USAINSCOM's efforts in eliminating underrepresentation of women and minorities in mid and senior level positions in the workforce:<sup>28</sup>

## As of 30 September 1984

	<u>GS-9</u>	<u>GS-10</u>	<u>GS-11</u>	<u>GS-12</u>	<u>GS-13</u>	<u>GS-14</u>	<u>GS-15</u>	<u>Total</u>
White Female	43	2	50	34	4	2	0	135
Black Male	3	1	5	18	2	1	0	30
Black Female	8	0	9	3	0	0	0	20
Hispanics Male	1	0	1	9	1	0	1	13
Hispanics Female	0	0	1	2	0	0	0	3
AA/PI Male	3	1	11	25	8	2	0	50
AA/PI Female	1	0	1	3	0	0	0	5
AI/AN Male	0	0	0	1	0	1	0	2
AI/AN Female	0	0	0	0	0	0	0	0

## As of 30 September 1985

	<u>GS-9</u>	<u>GS-10</u>	<u>GS-11</u>	<u>GS-12</u>	<u>GS-13</u>	<u>GS-14</u>	<u>GS-15</u>	<u>Total</u>
White Female	43	2	54	46	8	1	0	154
Black Male	4	2	4	14	4	1	0	29
Black Female	6	0	9	8	1	0	0	24
Hispanics Male	3	0	0	6	3	0	1	12
Hispanics Female	1	0	1	2	0	0	0	4
AA/PI Male	3	1	9	27	8	1	1	50
AA/PI Female	0	0	1	1	0	0	0	2
AI/AN Male	0	0	0	1	0	1	0	2
AI/AN Female	0	0	0	0	0	0	0	0

DOD Polygraph Test Program. (U) The Congress of the United States has, in enacting the FY 1985 Defense Authorization Act, authorized the Department of Defense to conduct a test program of its proposed use of a counterintelligence scope polygraph examination to assist in determining the eligibility of DOD civilian, military, and contractor personnel for: access to specifically designated classified information protected within special access programs (SAP's); employment, assignment, or detail to positions within the Defense Intelligence Agency (DIA) designated as critical intelligence positions by the Director, DIA; and interim access to Sensitive Compartmented Information (SCI). Requirements that the results of the test program be reported to appropriate elements of Congress by 31 December 1985, have since been extended to 31 December 1986. In view of the continuing sensitivity of the issue of the polygraph, and the importance of the success of the test program to future use of the polygraph within DOD, revised DOD Directive 5210.48, wrote DOD Regulation 5210.48, and then issued the DOD Polygraph Test Program SOP, all dated January 1985. The SOP requires all examinations, to include NSA examinations, be tape recorded in their entirety with cassettes that are compatible with USAINSCOM Quality Control, DOD Oversight Committee, and Congressional Oversight Committee. A representative sample must be obtained in each of the three categories of proposed polygraph use.

(U) On 9 January 1985, the Office of the Deputy Under Secretary of Defense for Policy (ODUSD(P)) issued a memorandum to the military departments to initiate the DOD Polygraph Test Program. A ceiling of 3,500 individuals was established for FY 1985. In October 1985, the program was extended through FY 1987. The FY 1985 ceiling was carried over through FY 1986 and a ceiling of 7,000 was established for FY 1987, with the Army share being about 2,335.

(U) On 9 June 1985, INSCOM began this program in CONUS utilizing current assets. Twenty-three individuals were examined, all in connection with SAP's. INSCOM does not have additional polygraph assets to address this program. Authority to obtain additional resources needed to meet the new requirements was not received until September 1985. In March 1985, OACSI, DA established priorities for INSCOM to carry out its polygraph mission. In May 1985, NSA denied INSCOM's request for nine civilian spaces from the Consolidated Cryptologic Program. The nine spaces were finally realized as the result of a HQ INSCOM staff decrement and will be available in FY 1986 and FY 1987. At this time, INSCOM is committed to an internal realignment to provide an additional 50 spaces to the polygraph effort from the S&IA Program. These spaces are to be made available in the FY 1986-1987 timeframe.<sup>29</sup>

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New Polygraph Facility Construction Funding. (U) Due to the INSCOM polygraph program, a request for allocation of funds (\$180K) to construct and equip a new polygraph facility was submitted on 16 January 1985. Funding for the polygraph facility construction was requested in the FY 1985 Budget Execution Review (BER), dated 16 January 1985, as an unfinanced requirement. This request was approved and authorized on 2 April 1985.

(U) One hundred and eighty thousand dollars has been allocated to construct and equip a new INSCOM polygraph facility on the 2d floor of Building #4554, Fort Meade, Maryland. Included in this construction will be administration spaces for the Office of the Polygraph Program Manager, 902d MI Group and 641st MI Company polygraph examiners, six sound proof polygraph rooms, and a reception area. The estimated date of completion of this facility is 15 April 1986. At this time, no problem areas have surfaced in regards to this action.<sup>30</sup>

Table 8. - FY 1985 Polygraph Statistics.

	<u>1st/2d Qtrs</u>	<u>3d/4th Qtrs</u>	<u>FY Total</u>
Technical Reviews	510	431	941
Review of Permanent Files	1002	1188	2190
Pre-polygraph Dossier Reviews	406	355	761
Certification Actions	3	0	3
Seminars Conducted	0	0	0
Examiner Refresher Training	0	5	5
Intern Examiner Supervision	1	4	5
Examinations Conducted:			
Hq INSCOM and 902d MI Gp	396	301	697
66th MI Gp	70	114	184
501st MI Gp	25	24	49
TOTAL	<u>491</u>	<u>439</u>	<u>930</u>

Support to NSA (Examinations)

0

Freedom of Information/Privacy Act. (U) The following list shows the breakdown as of 30 September 1985:<sup>31</sup>

Privacy Act Request	924
Freedom of Information Request	1,075
Classified Pages Reviewed	118,075
Unclassified Pages Reviewed	312,203
Administrative Support Actions	17,337
Operational Support Actions	1,019,047
Case Opening Procedures	1,994
Case Closing Procedures	2,163
TOTAL	<u>1,472,818</u>

Upward Mobility Program. (U) Command emphasis was provided to promote a significant increase in the INSCOM participation in the Upward Mobility Program. It was a specific objective in the INSCOM Planning Document to expand the size of the program to fill 2 percent of the command authorized and funded positions at AHS and VHFS.

(U) The emphasis placed on the Upward Mobility Program resulted in a 100 percent increase in the number of spaces filled in FY 1985. The momentum of this emphasis resulted in this command coming within two spaces of achieving the DA goal in this vital program area. This was the best ever performed of this command.<sup>32</sup>

Investigative Records Repository (IRR). (U) A listing of IRR procedures during FY 1985 is shown below:<sup>33</sup>

Request	157,916
Dossiers Reviewed	222,532
Direct Database Maintenance and Verification Actions	718,360
Supplements Processed	60,758
Dossiers Created	37,763
Dossiers Reviewed for Permanents Transfer to NARS	1,298
Dossiers Deleted	71,737
Special Acts Processed	249
Source Data Cards Processed	34,447
Reproductions	401,600
Dossiers Controlled	4,873
Filing/Refiling	83,044
*Mengele Project Hard Copy and Microfilm Reviews	12,945
**Mengele Project Microfilm Deletes	<u>8,475</u>
TOTAL	1,815,997

\*Special project designated by the Secretary of the Army, which entailed 5 months of work over and above regular tasking.

\*\*Quality control actions continue.

Command Strength. (U) The command strength as of 30 September 1984



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INSCOM Headquarters Concept Design. (U) The INSCOM Headquarters Concept Design is the plan for construction of the proposed INSCOM headquarters building at Fort Belvoir, Virginia. In December 1984, plans were made available by the Baltimore Corps of Engineers for review by INSCOM staff members. Construction is projected to start in early 1986 and be completed in 1988.

(U) TEMPEST Branch, C-H Division, ADCSOPS-CI reviewed the concept design with DCSLOG. The purpose of the review was to validate the TEMPEST countermeasures included in the design of the building. It was originally planned that the entire building would be RFI-shielded (radio frequency interference). However, there was no TEMPEST requirement for shielding. Other needless countermeasures were eliminated which will result in saving of an estimated \$3.5 million without any reduction in security. No significant problem was encountered.<sup>35</sup>

Travis Trophy. (U) The Travis Trophy recognizes the most significant contribution in the field of operations, management, and administration by fixed field stations. [REDACTED]

[REDACTED] See appendix J for a complete list of previous winners.<sup>36</sup>

Director's Trophy. (U) During FY 1980, Vice Admiral B.R. Inman, DIRNSA, established a new award which would recognize the mobile SIGINT element making the most significant contribution to the cryptologic community during the calendar year. For 1984, DIRNSA chose the U.S. Army's 224th Military Intelligence Battalion (Aerial Exploitation), as the winner of the Director's Trophy. See appendix K for a complete list of the year's winners.<sup>37</sup>

INSCOM Key Personnel. (U) Appendix I contains a listing of personnel occupying key positions within the U.S. Army Intelligence and Security Command, as of 30 September 1985.<sup>38</sup>

First Annual Army HUMINT Collection Plan. (S) [REDACTED]

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INSCOM Average Grade. (U) The DA average grade ceiling assigned to INSCOM is 9.17. The FY 1984 average grade was 9.07. During FY 1985, the average grade rose to 9.11. The reason for the increase was greater allocation in fill of higher grade positions and a general upgrading of the workforce.<sup>40</sup>

SIDPERS Performance. (U) Benefits of the continued emphasis placed on timely and accurate reporting of personnel data input to the SIDPERS was reflected in FY 1985 accomplishments. For the first time, over 95 percent of INSCOM units either met or exceeded the HQDA standards of 90 percent for data acceptability and 7 days for timeliness.<sup>41</sup>

USAINSCOM Organization Day Military/Civilian Team Awards. (U) Major General Harry E. Soyster, commander of INSCOM presented the annual awards for outstanding performance and meritorious service for employees of the INSCOM community. The presentation included awarding Mr. John H. Armistead, Jr., DCSLOG, with the Albert W. Small Award; Major Daniel D. Denlin, 66th MI Group (U.S. Army Interrogation Unit), with the Colonel Richard F. Judge Military/Civilian Team Improvement Award for military recipient and Mr. Peter A. Petito, 66th MI Group (584th MI Detachment) as the civilian recipient; Ms. Carolyn J. Brown, DCSLOG, was presented the Jackie Keith Award; Ms. Joanne F. Swartz, Hq, 66th MI Group, with the Virginia McDill Award; Ms. Nancy H. Inger, USAG VHFS (CPO), with the Equal Employment Opportunity Award; Mr. Charles K. Brummett, U.S. Army Engineer Activity, Capital Area (AHS), with the Annual Wage Grade Award; and Ms. Dorothy L. Wood, USAG VHFS (Installation Club System), the Nonappropriated Fund Employee of the Year Award.<sup>42</sup>

Grade Rollback Program. (U) In May 1985, HQ USAINSCOM issued guidance on the implementation of the Administration's Grade Rollback Program. This is a presidentially mandated program to reduce the number of GS/GM 11-15 positions by approximately 1.5 percent by the end of FY 1985.

(U) The Grade Rollback Program is to be accomplished by filling all vacant nonsupervisory GS-11 and GS-12 positions at or below the GS-09 grade level. Career ladder positions will be established and may have promotion potential to the original grade. By reengineering positions to the lower grade levels, employees as well as managers can benefit. This program can provide career

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opportunities for employees, further EEO goals, help achieve a balance in professional/technical/support positions, and provide a more efficient organization overall.

(U) When management determines that a position cannot be restructured and/or filled at the lower grade levels, a written request for exception must be submitted with the SF-52, Request for Personnel Action, the Civilian Personnel Office covering the pros and cons of the proposed action.<sup>43</sup>

Information Search on Dr. Mengele. (U) A memorandum from the Secretary of Army John O. Marsh, Jr., dated 20 February 1985, subj: Search for Information Concerning Dr. Mengele, was sent through the Office of the Assistant Chief of Staff for Intelligence directing the assembly of a special task force to cause a search of relevant Army records for information of Dr. Josef Mengele. In turn, the ACSI tasked the Commander, USAINSCOM to conduct a search of the Investigative Record Repository to complete the task. The U.S. Army Central Security Facility was advised to notify the USAINSCOM DCSOPS of its findings on a periodic status.

(U) The search was focused on administrative, historical, and personnel records or any other records providing clues to indicate any association the Army had with Dr. Mengele of his whereabouts. Particular attention was given to the time period just before and just after the end of World War II.<sup>44</sup>

AINSCOM Commanders' Conference. (U) The FY 1985 Commanders' Conference was held on 7-11 November 1984 at the Sheraton Inn-Gettysburg, Pennsylvania. As an added attraction to the conference a Gettysburg Military History Battlefield Tour with dinner was provided by the War College.<sup>45</sup>

Performance Management and Recognition System (PMRS). (U) On 10 October 1984, both houses of Congress passed HR-2300, a bill with Merit Pay/SES reforms and provisions for ex-spouse claims on federal annuities. Upon the President's approval, the new system would be called the Performance Management and Recognition System (PMRS), not Merit Pay System.

(U) On 7 December 1984, the Department of the Army provided a message implementing the merit increase provisions of the new PMRS. The provisions affected all INSCOM employees in the GM pay plan on the statutory effective date of the merit increase. The new PMRS replaced the merit pay system but retained the GM designation merit increases that will now be based on full or partial equivalent amounts to counterpart GS within-grade (WIG) increases. The new PMRS gives generally less to the Exceptional (EX) and Highly

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Successful (HS) in base pay increases than the old Merit Pay System. In most cases, however, PMRS will generally guarantee, unlike the old Merit Pay System, full base pay parity between those rated Fully Successful (FS) and their GS counterparts.

(U) On 11 December 1984 OPM also directed that employees who were hired, reassigned, or promoted into merit pay within 90 days prior to the 7 or 14 October 1984 effective date, and who received a pay increase (i.e., a promotion or a WIG) during the period, would not get a merit increase--not to include employees promoted from one GM grade to another GM grade during that 90 days.

(U) The purpose of the recent legislation is to both guarantee full pay parity with GS counterparts for all GM employees rated FS and above and to provide additional monetary rewards for superior performance. Both a supplemental performance and a cash awards program were established by this legislation to allow performance based cash awards and cash awards to additionally reward a number of deserving GM employees. The features and procedures for PMRS performance and cash awards are projected to be very close to those for SSPA's and SASA's. The name "Significant Accomplishment Award" now used under the merit pay system is expected to be dropped in favor of those names, recombining much of the GS and GM award systems. However, GM employees will continue to be ineligible for Quality Step Increases.

(U) The reform legislation also establishes for the first time a monetary limit for performance awards (SSPA's) between an amount equivalent to .75 and 1.5 percent of the aggregate base salaries of all GM employees within an agency. No limit is mandated by this law for cash awards, however, INSCOM is considering establishment of a separate goal of a range between .75 and 1.5 percent of the aggregate base pay.<sup>46</sup>

902d MI Group Shortfalls. (S) At the close of FY 1985, the 902d MI Group was manned at an austere level.



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[REDACTED]

(S) The personnel shortfall within the 902d MI Group was also exacerbated by new standards of grade authorization levels that, when applied to the group's MTOE and its augmentation TDA, resulted in significant grade and experience level reductions for 97B and 97G authorizations.

[REDACTED]

[REDACTED]

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STU-II Program. (U) The INSCOM STU-II program will provide Secure Voice Communications throughout the command. Eleven STU-II terminals have been installed with approximately 44 more planned installations before project completion. Additionally, Narrowband Subscriber Terminals (NBST) are expected to be replaced by STU-II's throughout Department of the Army. The STU-III program is expected to reach implementation stages upon completion of the STU-II program, with Department of Defense fielding in excess of 800,000 units. INSCOM will participate aggressively in this program as well, with requirements projected to be in excess of 2,000 units command-wide.<sup>49</sup>

[REDACTED]

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EXCISE (b) (1)


Digital Imagery Transmission System (DITS). (U) During FY 1986 the DCSIM Installation Team's efforts were directed at projects at Field Station Kunia, the engineering and installation of the Communications Support Package for the Digital Imagery Transmission System (DITS). DITS will provide near real-time imagery to the 470th MI Group and the 513th MI Group from IAPD at the Washington Navy Yard. The terminals are being installed by Northrop, and the Communications Support Package will be installed by DCSIM to include a circuit switch at IAPD. Site surveys for DITS were begun in January 1985 and completed in March 1985. During the July-September time frame a three-man team installed the Communications Support Packages at the Washington Navy Yard and in Panama. Installations at Fort Bragg, Bergstrom AFB, Shaw AFB, and Fort Monmouth are scheduled for FY 1986.52

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European Troop Strength Ceiling (ETSC). (U) The Deputy Chief of Staff, Plans, Programs, and Modernization assisted HQ, USAREUR in defining and defending INSCOM military manpower requirements under the ETSC. The TAA 91 program growth for the 66th MI Group (234 spaces) had not initially been accommodated within the ETSC. Through negotiation with the USAREUR staff and defense through the USAREUR review process, 153 of the programmed growth spaces were eventually prioritized above other USAREUR requirements and accommodated under the ceiling. However, this was partially offset by the reduction of 37 previously authorized spaces not associated with the TAA 91 program growth. Other INSCOM requirements were sustained through FY 1987, but the Foreign Language Training Center, Europe (FLTCE) and INSCOM field stations were identified for further review. New issues impacting on INSCOM units in NATO Europe are also expected to arise in the future. Semi-annual USAREUR reviews against ETSC will become a recurring process, with the next review scheduled for 1st/2d Qtr FY 1986.<sup>54</sup>



A feasibility demonstration is planned for

1986.<sup>55</sup>

INSCOM Rating Distribution Achievement. (U) In FY 1985, the rating distribution for GPAS employees approximated 38 percent rated Exceptional (EX), 23 percent rated Highly Successful (HS), and 39 percent rated Fully Successful (FS). This is a significant change (and possibly represents inflation) over FY 1984 performance, where 27 percent were rated EX; 21 percent were rated HS; and 52 percent were rated FS. There was a similar growth in the rating distribution for PMRS employees in FY 1985. Thirty-five percent were rated EX; 34 percent were rated HS; and 31 percent were rated FS. Only one employee was rated below FS. In FY 1984, only 11 percent of all GM employees were rated EX; 34 percent were rated HS; 55 percent were rated FS. There is clearly an "undesirable" trend toward higher ratings. It is considered undesirable because it has not been validated by commonly recognized, "improved" organizational performance, because it tends to undermine the FS rating as a "positive" rating, and because it has not been accompanied by identification of poor performers.

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(U) The following rating distribution model is now established for both PMRS and GPAS: 15 percent should be rated EX; 30 percent should be rated HS; and 55 percent should be rated FS or below. A "specific" model has been chosen to depict an appropriate split between EX and HS as well as between FS and higher ratings.<sup>56</sup>

Cash Awards. (U) Goals for the percentage of the population recognized were met for both GPAS and PMRS employees in FY 1985. Twenty-five percent of GPAS employees were recognized in FY 1985 versus only 18 percent in FY 1984. Thirty-eight percent of PMRS employees were recognized in FY 1985 versus an undesirable high in FY 1984 of 54 percent. Goals for amount of funds expended were not met, however, in FY 1985. An amount equivalent to 1.0 percent was expended for GPAS employees and an amount equivalent to 1.8 percent was expended for PMRS employees. It is believed that a midyear change in goal for GPAS employees, from a maximum of 1.5 to a maximum of 2.0 percent may account for much of the shortfall for GPAS employees, however, it is known that many organizations still do not closely manage "performance" awards. The shortfall in expenditure of PMRS award funds is largely attributed to the high number of EX ratings that required mandatory performance awards. So many performance awards were given to those rated EX that all of the command's performance award funds were expended before awards could be granted to those rated HS or FS.<sup>57</sup>

INSCOM Planning Program. (U) A planning conference was held at Airlie House in Warrenton, Virginia, in January 1985. The HQ INSCOM Civilian Personnel Division staff; INSCOM Civilian Personnel Officers from U.S. Army Garrison, Arlington Hall Station; U.S. Army Garrison, Vint Hill Farms Station; and the Administrative Survey Detachment, Fort George G. Meade, and their functional chiefs met for 3 days to develop the FY 1985-86 Civilian Personnel Management Plan for this command. The fiscal year plan subsequently was endorsed by the Commanding General, INSCOM and distributed to headquarters staff heads and INSCOM commanders worldwide.

(U) One of the major results of this conference was the issuance of the FY 1985-86 planning document. The newly issued plan provided for considerable decentralization of HQ control factors. The plan also had an extended life-cycle from 1 to 2 years, thus cutting down on future administrative requirements to reissue guidance annually. It emphasizes that the Civilian Personnel Program Plan is a living, management document, not just a CPO issuance. Foremost is the fact that the plan eliminated HQ micromanagement of local command CPO planning and evaluation which had the result of improved credibility of program planning in the operating CPO. This and other headquarters program guidance



promoted a significant increase in planning and evaluation activity in the operating CPO's. Each CPO now conducts a mid-year program review to evaluate its service and provides to management the results of the evaluation.<sup>58</sup>

Command Intern Program. (U) In response to past problems encountered and an identified need for a single and comprehensive command-wide training plan, INSCOM developed a Master Intern Training Plan (MITP) for intelligence. This plan is designed to permit modifications in order to meet specific needs of individual intern personnel assigned in the various intelligence sub-specialties. The Office of the Deputy Chief of Staff for Operations (DCSOPS) was the staff proponent for this action. The Intelligence MITP will be formally issued as an INSCOM pamphlet. This is the second MITP developed by this command. The other MITP developed in FY 1984 was for the Civilian Personnel Administration career program.

(U) One significant accomplishment in the intern program was the creation of a Equal Employment Opportunity (EEO) intern position. This was a shared resource with the Military Traffic Management Command. Neither MACOM had manpower resources which indicated a projected ability to place an EEO intern after the individual completed the program. The two commands will pool their resources to identify an appropriate position for post-training placement of the graduating intern. This is the first time two commands have shared an intern space. This approach significantly increased the probability of a good placement for the graduating EEO intern.<sup>59</sup>

ITIC-PAC New Physical Plant. (U) USAITIC-PAC occupies two buildings in the area of Fort Shafter known as "Shafter Flats," a half of a mile from HQ WESTCOM and 16 miles from Field Station Korea. The Command Group, Support Division and Counterintelligence Branch occupy Building T-1504, a two-story frame structure of 1950's vintage. The deputy for operations and the Intelligence Branch are located 200 yards away in Building 1543, which is a modern Secure Compartmented Information Facility (SCIF). An ADP element of HQ WESTCOM shares the SCIF. With Building T-1504 scheduled for demolition in 1988, and given the cramped facilities in the SCIF, HQ WESTCOM and INSCOM are currently seeking a facility that will provide for the consolidation of all of USAITIC-PAC in one location. The future home of USAITIC-PAC will probably be a section of an extensive tunnel complex under the Aliamanu Military Reservation (a joint service housing area one mile from Fort Shafter) that until 1974 was the Alternate Command Post of USARPAC. This complex, vacant for the past 11 years, is currently being cleaned up and surveyed for occupancy feasibility by HQ WESTCOM.<sup>60</sup>

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3. Ibid., pp. 8-11.
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6. Ibid., p. 21.
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16. FY 1985, PAO AHR (U), p. D-1.
17. FY 1985, IG AHR (U), p. 12.
18. Ibid., p. 12.
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23. FY 1985, SJA AHR (U), p. 8.
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54. FY 1985, DCSPPM AHR (U), c. III, p. 3.
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REDTRAIN. (U) Army Regulation 350-3, Tactical Intelligence Readiness Training (REDTRAIN) Program, was revised with an effective date of 20 November 1984. The revision outlined for the

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first time the specific responsibilities of INSCOM as DA Executive Agent for the program. INSCOM was charged with providing an analysis of semiannual unit REDTRAIN reports to OACSI and DA. Additionally, the revised AR required that all tactical intelligence units of the Total Army develop an annual REDTRAIN Plan for submission to INSCOM on 30 June of each year. In March 1985, the REDTRAIN Division, HQ INSCOM, provided its first analytical report on the status of REDTRAIN activities within the Regular Army. It was found that reports submitted by reserve component units were so sketchy and so poorly prepared as to preclude any meaningful analysis.

(U) At the Fourth REDTRAIN Executive Planning Committee (REPC IV) meeting held 5-7 March 1985 at Arlington Hall Station, REDTRAIN Division put forth a strawman presentation that pinpointed the lack of clear technical standards for which MI personnel could train. This problem was identified as having a tremendous impact upon the Live Environment Training (LET) aspects of REDTRAIN. U.S. Army Intelligence School-Devens (USAIS-D) concurred and agreed to establish a MACOM working group to address the issue. In April, the U.S. Army Intelligence Center and School (USAICS) initiated action to develop proficiency standards for SIGINT/EW collective tasks. A rewrite of the CEWI battalion training program for SIGINT/EW MOS's was presented to the G2/MI commanders conference in July 1985, and is scheduled for publication as a revised Army Training and Exercise Plan (ARTEP) sometime next year.<sup>10</sup>

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Personnel Security Investigation (PSI) Support in Europe. (C)



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Counter-SIGINT Concept. (U) In early 1983, the ACSI Counterintelligence Task Force had identified the need for a new concept for SIGSEC support to the Army as its second priority. In June of that year, INSCOM hosted a working group of MACOM representatives which considered the issue. The group outlined a new concept for counter-SIGINT operations. A draft document prepared by the OACSI action officer was coordinated with working group members, finalized by the INSCOM staff, and provided to ACSI in January 1985. The concept was validated by TRADOC in March 1985, and Field Circular 34-62, embodying the new approach, was published in July 1985. 9

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(U) Counter-SIGINT marked a radical departure from the traditional army idea of SIGSEC. It moved support from a reactive to a proactive mode. The essence of the concept was to assess the SIGINT threat to supported commanders, assess vulnerability in the light of that threat, develop countermeasures, and evaluate countermeasures once implemented. COMSEC monitoring activities would only come into play during the fourth of these phases; even then, they would be restricted to a minor role. In order to support the new concept, 10 additional SIGSEC officer spaces were provided INSCOM in FY 1985. At the same time, under the Army of Excellence (AOE) Concept programmed for implementation in FY 1986, SIGSEC personnel in MI units at the divisional and corps levels were to be eliminated, an action that would concentrate the bulk of Army SIGSEC personnel in the command and would allow INSCOM to be at the leading edge of implementation of the new initiative. One significant barrier to full implementation was lack of an immediate ADP capability to support the threat and vulnerability assessment process and facilitate real-time analysis. 10



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COMSEC Issues. (U) AR 530-2 charges the CG, INSCOM with the responsibility of assisting the HQDA staff and commanders at all levels in developing and evaluating COMSEC policies, plans, operating procedures, and training programs. In FY 1985, there were significant changes to the national-level COMSEC structure

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which DA and INSCOM functioned. National Security Decision Directive (NSDD) 145, issued on 17 September 1984, replaced the former National COMSEC Committee with a more elaborate architecture. NSDD 145 established a senior level steering group, the Systems Security Steering Group (SSSG); an interagency operating group, the National Telecommunications and Information Systems Security Committee (NTISSC). Under the new arrangement, the Secretary of Defense served as executive agent in all U.S. Government COMSEC matters, with DIRNSA as national manager. 12

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Key Management Automation. (U) Most of the new COMSEC devices being fielded by the Army employed electronic key. The steady expansion of cryptonets throughout the Army and the increase in the demand for electronic key degraded the capability of manual methods of management to meet operational needs. In late October 1984, representatives of the U.S. Army Signal Center and INSCOM prepared a draft plan to automate the cryptonet and key management functions. The draft was used as a strawman at a meeting of representatives from all MACOM's that INSCOM hosted in November 1984. 14

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COMSEC Serial Number Tracking. (U) COMSEC equipment which is declassified/unclassified, but subject to NSA accountability falls into the category of Controlled Cryptographic Items (CCI). (Equipment is unclassified when unkeyed; when keyed, the equipment assumes the same classification as the key.) The Army has announced plans to transfer CCI from the Army COMSEC Material Control System to the standard logistics system. Since NSA continues to require access to CCI accounts, the new initiative required the Army to devise a means of tracking CCI through its supply and maintenance system at both wholesale and retail levels. This would be done through a process of tracking serial numbers of individual CCI items. AMC requested INSCOM representation at the first serial number tracking (SNT) meeting held on 24 August 1984. Subsequently, INSCOM took part in a series of COMSEC working groups. A number of SNT systems were evaluated as possible candidates for application to CCI. It was found that the present DOD Small Arms Serialization Program appeared to be the most suitable SNT program for cryptologic application. 15

COMSEC Insecurities. (U) The INSCOM COMSEC Insecurity Program for the purpose of monitoring, reviewing, and when required, evaluating COMSEC insecurity reports initiated within DA was implemented in February 1981. The program serves primarily to ensure that all detected insecurities to COMSEC material are reported promptly to the officials responsible for evaluating the incidents and initiating action to minimize their security impact. These reports of insecurities also serve as the basis for identifying trends in insecurity occurrences, and for developing procedural and doctrinal measures to prevent recurrences. Evaluations of insecurities are rendered by the cryptonet controlling authority (CONAUTH) in the case of key at the user level; by INSCOM, when the key is in distribution channels, when multiple Army CONAUTH's are involved, or when there is a personnel insecurity; by DIRNSA, for cryptographic insecurities, physical insecurities (COMSEC equipment and documents), and cases involving CONAUTH's from more than one service).

(U) Total reported COMSEC insecurities, by MACOM, for CY 1984 and 1985 are as follows:

Table 9. - COMSEC Insecurities

<u>Command</u>	<u>CY 1984</u>	<u>CY 1985</u>
USAISC	67	48
AMC	2	4
USAREUR	266	175
FORSCOM	125	73
HQDA	0	1
INSCOM	12	8
Joint	3	0
EUSAK	29	9
NGB	16	19
TRADOC	3	1
WESTCOM	1	0
Other	<u>12</u>	<u>10</u>
<b>TOTAL</b>	<b>536</b>	<b>348</b>

(U) As of 1 October 1985, 80 cases were yet to be opened, bringing the total CY 1985 cases to 428. 16

(U) COMSEC summary letters to MACOM's were sent out for the first time in January and February 1983 and covered the entire CY 1982 period. Although responses from the MACOM's have been positive, there has been no detectable improvement other than in a few of the less serious insecurities. The third report to the MACOM's for CY 1984 was provided in May 1985. During CY 1984, the majority of the Army's COMSEC insecurities continued to be caused by an apparent disregard for established COMSEC procedures; negligence on the part of assigned personnel; falsification of destruction certificates; a lack of education on the part of users, custodians, unit commanders; and, in many cases, a lack of command emphasis. Analysis has revealed that command emphasis and formal training of COMSEC custodians yielded the highest pay back in terms of any corrective actions taken by field commands. 17

(U) As the result of an NSA briefing to the DA staff on the HUMINT threat to COMSEC in 1982, HQDA DCSOPS was tasked to coordinate establishment of a standardized course for Army COMSEC custodians. INSCOM worked with and assisted HQDA and TRADOC in the development of an appropriate curriculum. The first class of the Standardized COMSEC Custodian Training Course began 2 April 1984 at the Signal Center, Fort Gordon, Georgia. The course provides instruction on safeguarding and destruction of classified materials, documenting reports; establishing, transferring, and closing COMSEC accounts; threat and security awareness programs; COMSEC supply and maintenance procedures; COMSEC emergency procedures; and all major

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duties required of COMSEC personnel. By the end of FY 1985, the course was also being given by USAREUR, EUSAK, WESTCOM, and the National Guard. 18

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Mobile TEMPEST Test System (MTS). (U) This project, an initiative to upgrade nine FETTS-160 TEMPEST systems and to fabricate a tenth system for deployment to the field, was first undertaken in 1979. Since that time, the scope of the project was expanded to include replacing all 10 overloaded vehicles mounting the system as well as upgrading mission equipment. During FY 1985, the project continued to be plagued with difficulties. The contractor charged with providing the prime mover and trailer submitted a deficient product and then went bankrupt. By the end of the fiscal year, it was revealed that the prime contractor, Chronometric Inc., was involved in voucher discrepancies and was under government audit, a fact that would delay the MTS program yet another 6 months. 22

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FOOTNOTES: CHAPTER V. OPERATIONAL ACTIVITIES

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2. Ibid., p. 20.
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15. Ibid., p. 27; Msg., IAOPS-GW, subj: Project [REDACTED] Update (19 Nov 84) (S/NOFORN); Memo for C of S, subj: Crash of [REDACTED] Air Vehicle (AV) #12 (25 Jun 85) (S).
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5. Fact Sheet, IAOPS-CI-OC, subj: Clarification of Statistical Data for Otto Gilbert Testimony, Tab A (16 Apr 85) (U); Ltr, DAMI-CIC, subj: Aggressive Counterespionage Initiatives (30 Aug 85) (S).
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8. Fact Sheet, IAOPS-CI-RAP, subj: USAREUR-Directed Mission RE: Overt Surveillance of SMLM-F (28 May 85) (C); FY 1985 527th MI Bn AHR (S), p. 74.
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15. Ibid., pp. 217-20.
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17. Ibid., pp. 242-43; Ltr, IAOPS-CI-OS, subj: Summary of 1984 COMSEC Insecurities (6 May 85) (S).
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19. [REDACTED]
- 20. Fact Sheet, IAOPS-CI-OS, subj: Army Cryptonet Review (5 Sep 85) (S).
- 21. 1985 DCSOPS AHR (TSCW), pp. 232-34.
22. Ibid., pp. 205-08.
- 23. Ibid., pp. 265-66.
- 24. Ibid., pp. 267-69.

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APPENDIX A

USAINSCOM ORGANIZATIONAL STRUCTURE  
(As of 30 September 1985)

UIC

Unit Designation

Location

HEADQUARTERS, U.S. ARMY INTELLIGENCE AND SECURITY COMMAND  
U.S. Army Garrison, Arlington Hall Station  
USAINSCOM CONUS Military Intelligence Group  
U.S. Army Field Station Key West  
U.S. Army Field Station San Antonio

U.S. Army Element, National Security Agency  
U.S. Army Garrison, Vint Hill Farms Station  
U.S. Army Field Station Okinawa  
U.S. Army Field Station Berlin  
U.S. Army Field Station Sinop  
U.S. Army Special Security Group  
U.S. Army Programs Analysis Group  
U.S. Army Administrative Survey Detachment  
U.S. Army Foreign Area Officers Detachment  
U.S. Army Russian Institute  
U.S. Army Intelligence and Security Foreign Language  
Training Center Europe  
U.S. Army Field Station Augsburg  
USAINSCOM Automated Systems Activity  
U.S. Army Cryptologic Support Group  
USAINSCOM Support Activity  
U.S. Army Operational Group  
U.S. Army Systems Exploitation Detachment  
U.S. Army Central Security Facility  
USAINSCOM Finance and Accounting Activity

6USC 652 (b) (1)

6USC 652 (b) (1)

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UIC

Unit Designation

Location

HEADQUARTERS, U.S. ARMY INTELLIGENCE AND SECURITY COMMAND  
USAINSCOM Maintenance Assistance and Instruction Team  
U.S. Army Foreign Counterintelligence Activity  
U.S. Army Systems Exploitation Detachment  
USAINSCOM Administrative/Audiovisual Support  
Activity  
U.S. Army Field Station Kunia  
USAINSCOM Theater Intelligence Center Pacific  
U.S. Army Intelligence Support Activity  
USAINSCOM Mission Support Activity  
U.S. Army Intelligence Exchange and Support Center  
902d Military Intelligence Group  
Augmentation, 902d Military Intelligence Group  
USAINSCOM Pentagon Counterintelligence Force  
USAINSCOM Military Intelligence (Counterintelligence)  
East Coast  
USAINSCOM Counterintelligence Detachment,  
Defense Nuclear Agency  
USAINSCOM Military Intelligence Battalion  
(Security)  
USAINSCOM Military Intelligence Battalion  
(Counterintelligence) West Coast  
66th Military Intelligence Group  
Augmentation, 66th Military Intelligence Group  
18th Military Intelligence Battalion  
Augmentation, 18th Military Intelligence  
Battalion  
5th Military Intelligence Company  
Augmentation, 5th Military Intelligence  
Company  
HHC, 502d Army Security Agency Battalion  
Augmentation, 502d Army Security Agency Battalion  
409th Army Security Agency Company (Operations)  
(Rear)

6USC 562 (b) (1).

6USC 562 (b) (1).

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UIC

Unit Designation

Location

HEADQUARTERS, U.S. ARMY INTELLIGENCE AND SECURITY COMMAND

66th Military Intelligence Group

HHC, 502d Army Security Agency Battalion

328th Army Security Agency Company

581st Military Intelligence Detachment

582d Military Intelligence Detachment

583d Military Intelligence Detachment

527th Military Intelligence Battalion

Augmentation, 527th Military Intelligence  
Battalion

Company A, 527th Military Intelligence Battalion

Company B, 527th Military Intelligence Battalion

430th Military Intelligence Detachment

Augmentation, 430th Military Intelligence  
Detachment

766th Military Intelligence Detachment

Augmentation, 766th Military Intelligence  
Detachment

430th Military Intelligence Battalion  
(Provisional)

584th Military Intelligence Detachment

470th Military Intelligence Group

Augmentation, 470th Military Intelligence Group

U.S. Army Field Station Panama

500th Military Intelligence Group

Augmentation, 500th Military Intelligence Group

U.S. Army Field Station Misawa

149th Military Intelligence Detachment

Augmentation, 149th Military Intelligence  
Detachment

181st Military Intelligence Detachment

Augmentation, 181st Military Intelligence  
Detachment

U.S. Army Asian Studies Detachment

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USC 552 (b) (1)

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Unit Designation

Location

HEADQUARTERS, U.S. ARMY INTELLIGENCE AND SECURITY COMMAND  
HHC, 501st Military Intelligence Group  
Augmentation, 501st Military Intelligence Group  
U.S. Army Field Station Korea  
332d Military Intelligence Company (Electronic Warfare)  
524th Military Intelligence Battalion  
Augmentation, 524th Military Intelligence Battalion  
209th Military Intelligence Company (Operations Security)  
Augmentation, 209th Military Intelligence Company  
3d Military Intelligence Battalion (Aerial Exploitation)  
Headquarters, Headquarters and Service Company, 3d Military Intelligence Battalion  
Company A, 3d Military Intelligence Battalion  
Company B, 3d Military Intelligence Battalion  
HHC, 513th Military Intelligence Group  
513th Military Intelligence Center (Provisional)  
174th Military Intelligence Company (Operations)  
HHC, 201st Military Intelligence Battalion  
17th Military Intelligence Company  
166th Military Intelligence Company  
U.S. Army EAC Aviation Intelligence Company  
HHC, 202d Military Intelligence Battalion (Collection/Exploitation)  
641st Military Intelligence Company (Collection)  
219th Military Intelligence Company  
164th Military Intelligence Company  
HHC, 203d Military Intelligence Battalion (Technical Intelligence)  
11th Military Intelligence Company (Technical Intelligence)  
Augmentation, 11th Military Intelligence Company (Technical Intelligence)



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APPENDIX B

TOE UNITS

(As of 30 September 1985)

66th Military Intelligence Group  
470th Military Intelligence Group  
500th Military Intelligence Group  
HHC, 501st Military Intelligence Group  
513th Military Intelligence Group  
902d Military Intelligence Group  
3d Military Intelligence Battalion (Aerial Exploitation)  
18th Military Intelligence Battalion  
HHC, 201st Military Intelligence Battalion  
HHC, 202d Military Intelligence Battalion  
(Collection/Exploitation)  
HHC, 203d Military Intelligence Battalion (Technical  
Intelligence)  
HHC, 502d Army Security Agency Battalion  
524th Military Intelligence Battalion  
527th Military Intelligence Battalion  
5th Military Intelligence Company  
17th Military Intelligence Company  
11th Military Intelligence Company (Technical Intelligence)  
164th Military Intelligence Company  
166th Military Intelligence Company  
174th Military Intelligence Company (Operations)  
209th Military Intelligence Company  
219th Military Intelligence Company  
332d Military Intelligence Company (Electronic Warfare)  
328th Army Security Agency Company  
409th Army Security Agency Company (Operations) (Rear)  
641st Military Intelligence Company (Collection)  
149th Military Intelligence Detachment  
181st Military Intelligence Detachment  
430th Military Intelligence Detachment  
581st Military Intelligence Detachment  
582d Military Intelligence Detachment  
583d Military Intelligence Detachment  
584th Military Intelligence Detachment  
766th Military Intelligence Detachment

6USC 582 (b) (1)

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APPENDIX C

CHANGES IN STATUS OF TOE UNITS

NONE

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ON 23 NOV 1987  
BY CDR USAINSCOM FOIPO  
Auth Para 1-603 DoD 5200.1-R

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## APPENDIX D

TDA UNITS\*

(As of 30 September 1985)

Headquarters, U.S. Army Intelligence and Security Command  
U.S. Army Garrison, Arlington Hall Station  
USAINSCOM CONUS Military Intelligence Group  
U.S. Army Element, National Security Agency  
USAINSCOM Pentagon Counterintelligence Force  
USAINSCOM Military Intelligence Battalion (Counterintelligence)  
West Coast  
USAINSCOM Counterintelligence Detachment, Defense Nuclear  
Agency  
U.S. Army Garrison, Vint Hill Farms Station  
U.S. Army Field Station Key West  
U.S. Army Field Station Okinawa  
U.S. Army Field Station Berlin  
U.S. Army Field Station Sinop  
U.S. Army Special Security Group  
U.S. Army Programs Analysis Group  
U.S. Army Administrative Survey Detachment  
U.S. Army Russian Institute  
U.S. Army Field Station San Antonio  
USAINSCOM Military Intelligence Battalion (Counterintelligence)  
East Coast  
U.S. Army Central Security Facility  
USAINSCOM Finance and Accounting Activity  
USAINSCOM Maintenance Assistance and Instruction Team  
U.S. Army Foreign Counterintelligence Activity  
USAINSCOM Support Activity  
U.S. Army Operational Group  
U.S. Army Foreign Area Officers Detachment  
U.S. Army Field Station Augsburg  
U.S. Army Field Station Misawa  
USAINSCOM Automated Systems Activity  
U.S. Army Field Station Korea  
USAINSCOM Theater Intelligence Center-Pacific  
U.S. Army Cryptologic Support Group  
USAINSCOM Military Intelligence Battalion (Security)  
U.S. Army Systems Exploitation Detachment  
USAINSCOM Administrative/Audiovisual Support Activity  
U.S. Army Field Station Kunia  
U.S. Army Asian Studies Detachment  
U.S. Army Intelligence Support Activity

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[REDACTED] U.S. Army Field Station Panama  
[REDACTED] USAINSCOM Mission Support Activity  
[REDACTED] USAINSCOM Foreign Language Training Center Europe  
[REDACTED] U.S. Army EAC Aviation Intelligence Company  
[REDACTED] U.S. Army Intelligence Exchange and Support Center  
[REDACTED] Augmentation, 902d Military Intelligence Group  
[REDACTED] Augmentation, 66th Military Intelligence Group  
[REDACTED] Augmentation, 470th Military Intelligence Group  
[REDACTED] Augmentation, 500th Military Intelligence Group  
[REDACTED] Augmentation, 527th Military Intelligence Battalion  
[REDACTED] Augmentation, 5th Military Intelligence Company  
[REDACTED] Augmentation, 209th Military Intelligence Company  
[REDACTED] Augmentation, 430th Military Intelligence Detachment  
[REDACTED] Augmentation, 766th Military Intelligence Detachment  
[REDACTED] Augmentation, 524th Military Intelligence Battalion  
[REDACTED] Augmentation, 181st Military Intelligence Detachment  
[REDACTED] Augmentation, 502d Army Security Agency Battalion  
[REDACTED] Augmentation, 149th Military Intelligence Detachment  
[REDACTED] Augmentation, 18th Military Intelligence Battalion  
[REDACTED] Augmentation, 501st Military Intelligence Group  
[REDACTED] Augmentation, 11th Military Intelligence Company

6USC 552 (b) (1).





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APPENDIX E

CHANGES IN STATUS OF TDA UNITS


REDESIGNATED

<u>Unit</u>	<u>Eff Date</u>	<u>Authority</u>
 From: INSCOM Counterintelligence and Signal Security Support Battalion, PSF To: USAINSCOM MI Battalion (Counterintelligence) West Coast	1 Oct 84	PO 63-5, HQ USAINSCOM, 24 Sep 84
 From: INSCOM Counterintelligence and Signal Security Support Battalion, Ft Meade To: USAINSCOM MI Battalion (Counterintelligence) East Coast	1 Oct 84	PO 63-4, HQ USAINSCOM, 24 Sep 84
 From: INSCOM Security Support Detachment, Ft Meade To: USAINSCOM Military Intelligence Battalion (Security)	1 Oct 84	PO 63-3, HQ USAINSCOM, 24 Sep 84
 From: U.S. Army Special Operations Detachment To: U.S. Army Foreign Counterintelligence Activity	1 Jul 85	PO 62-1, HQ USAINSCOM, 17 Jul 85

REASSIGNED

 U.S. Army Systems Exploitation Detachment From: HQ USAINSCOM To: U.S. Army Operational Group	15 May 86	PO 42-2, HQ USAINSCOM, 3 May 85
 U.S. Army Intelligence and Threat Analysis Center From: HQ USAINSCOM To: U.S. Army Intelligence Agency	1 Dec 84	GO-3, HQS DA, 15 Feb 85



RELOCATED

 U.S. Army Special Security Group From: Pentagon, Washington, DC To: Arlington Hall Station, VA	1 Jan 85	PO 41-1, HQ USAINSCOM, 14 Jan 85
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<u>Unit</u>	<u>Eff Date</u>	<u>Authority</u>
 USAINSCOM Pentagon Counter-intelligence Force From: Pentagon, Washington, DC To: Arlington Hall Station, VA	18 Mar 85	USAINSCOM MI (CI) East Coast FY 1985 AHR
 USAINSCOM Pentagon Counter-intelligence Force From: Arlington Hall Station, VA To: Ft. George G. Meade, MD	1 Jul 85	Msg, CDR USAINSCOM, 6 May 85

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APPENDIX F

USAINSCOM PERSONNEL STRENGTH BY UNIT\*  
(As of 30 September 1985)

<u>Command or Unit</u>	<u>ACTUAL STRENGTH</u>					
	<u>OFF</u>	<u>WO</u>	<u>ENL</u>	<u>MIL TOTAL</u>	<u>CIV</u>	<u>AGGREGATE</u>
HQ, U.S. Army Intelligence and Security Command (INSCOM)						
USAG, Arlington Hall Station						
USAINSCOM CONUS Military Intelligence Group (SIGINT/EW)						
U.S. Army Element, National Security Agency						
USAG, Vint Hill Farms Station						
U.S. Army Field Station Key West						
**U.S. Army Administrative Survey Detachment						
USAINSCOM Automated Systems Activity						
11th Military Intelligence Company (Technical Intelligence) w/ Augmentation						
U.S. Army Field Station San Antonio						
U.S. Army Central Security Facility						
USAINSCOM Finance and Accounting Activity						
USAINSCOM Maintenance Assistance and Instruction Team						
**U.S. Army Foreign Area Officers Detachment						
U.S. Army EAC Aviation Intelligence Company						

\*The table is taken from DCSPER, INSCOM Command Strength Report dtd 30 Sep 85.

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\*\*As of 31 August 1985.

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<u>Command or Unit:</u>	<u>ACTUAL STRENGTH</u>					
	<u>OFF</u>	<u>WO</u>	<u>ENL</u>	<u>MIL TOTAL</u>	<u>CIV</u>	<u>AGGREGATE</u>
USAINSCOM Support Activity						
U.S. Army Foreign Counterintelligence Activity						
U.S. Army Operational Group						
U.S. Army Special Security Group						
USAINSCOM Administrative/Audiovisual Support Activity						
902d Military Intelligence Group w/ Augmentation						
USAINSCOM Pentagon Counterintelligence Force						
USAINSCOM Counterintelligence Detachment, Defense Nuclear Agency						
17th Military Intelligence Company						
174th Military Intelligence Company						
HHC, 202d Military Intelligence Battalion (Collection Exploitation)						
USAINSCOM Mission Support Activity						
U.S. Army Intelligence Exchange and Support Center (IESC)						
HHC, 203d Military Intelligence Battalion (Technical Intelligence)						
513th Military Intelligence Group w/Augmentation						
HHC, 201st Military Intelligence Battalion						
USAINSCOM Military Intelligence Battalion (CI) East Coast (Ft Meade, MD)						
USAINSCOM Military Intelligence Battalion (CI) West Coast (Pres of SF, CA)						

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<u>Command or Unit</u>	<u>ACTUAL STRENGTH</u>					<u>AGGREGATE</u>
	<u>OFF</u>	<u>WO</u>	<u>ENL</u>	<u>MIL TOTAL</u>	<u>CIV</u>	
USAINSCOM Military Intelligence Battalion (Scty) 164th Military Intelligence Company 166th Military Intelligence Company 219th Military Intelligence Company	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
TOTAL CONUS						
470th Military Intelligence Group w/Augmentation U.S. Army Field Station Panama	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
TOTAL CARIBBEAN						
**USAINSCOM Theater Intelligence Center- Pacific U.S. Army Field Station Okinawa U.S. Army Field Station Misawa 500th Military Intelligence Group w/ Augmentation **HHC, 501st Military Intelligence Group w/ Augmentation 181st Military Intelligence Detachment **209th Military Intelligence Company (Operations Security) U.S. Army Asian Study Detachment **U.S. Army Field Station Korea **332d Military Intelligence Company (Electronic Warfare)	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

\*\*As of 31 August 1985.

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<u>Command or Unit</u>	<u>ACTUAL STRENGTH</u>					<u>AGGREGATE</u>
	<u>OFF</u>	<u>WO</u>	<u>ENL</u>	<u>MIL TOTAL</u>	<u>CIV</u>	
149th Military Intelligence Detachment U.S. Army Field Station Kunia **3d Military Intelligence Battalion (Aerial Exploitation) **HHC, 524th Military Intelligence Battalion						
TOTAL PACIFIC						
U.S. Army Cryptologic Support Group **U.S. Army Field Station Berlin U.S. Army Field Station Augsburg 66th Military Intelligence Group w/ Augmentation 5th Military Intelligence Company HHC, 18th Military Intelligence Battalion 430th Military Intelligence Detachment 527th Military Intelligence Battalion 766th Military Intelligence Detachment HHC, 502d Army Security Agency Battalion 328th Army Security Agency Company 409th Army Security Agency Company, Operations (Rear) 581st Military Intelligence Detachment						

\*\*As of 31 August 1985.

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<u>Command or Unit</u>	<u>ACTUAL STRENGTH</u>					<u>AGGREGATE</u>
	<u>OFF</u>	<u>WO</u>	<u>ENL</u>	<u>MIL TOTAL</u>	<u>CIV</u>	
582d Military Intelligence Detachment	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
583d Military Intelligence Detachment	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
584th Military Intelligence Detachment	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
U.S. Army Field Station Sinop	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
**U.S. Army Russian Institute	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
**USAINSCOM Foreign Language Training Center Europe	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
TOTAL EUROPE	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

\*\*As of 31 August 1985.

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APPENDIX G

PROVISIONAL UNITS  
(As of 30 September 1985)

430th Military Intelligence Battalion (Provisional)  
513th Military Intelligence Center (Provisional)

REGRADED UNCLASSIFIED  
ON 23 NOV 1987  
BY CDR USAINSCOM FOIPO  
Auth Para 1-603 DoD 5200.1-R

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APPENDIX H

CHANGES IN STATUS OF PROVISIONAL UNITS

DISCONTINUED

<u>Unit</u>	<u>Eff Date</u>	<u>Authority</u>
USAINSCOM Security Support Battalion (Provisional)	1 Oct 84	PO 63-3, HQ USAINSCOM, 24 Sep 84

\*Upon redesignation of INSCOM Security Support Detachment, Ft. Meade to  
USAINSCOM Military Intelligence Battalion Security.

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ON 23 NOV 1987  
BY CDR USAINSCOM FOIPO  
Auth Para 1-603 DoD 5200. 1-F

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APPENDIX I

USAINSCOM KEY PERSONNEL

<u>Position/Name</u>	<u>Dates Served</u>
COMMANDING GENERAL MG Harry E. Soyster	29 Jun 84 - Present
DEPUTY COMMANDING GENERAL BG Charles F. Scanlon BG James W. Hunt	19 Feb 85 - Present 30 Sep 82 - 7 Feb 85
DEPUTY COMMANDING GENERAL, SUPPORT BG Charles F. Scanlon	Nov 83 - 19 Feb 85
DEPUTY COMMANDING GENERAL, INTELLIGENCE BG James W. Hunt	30 Sep 82 - 07 Feb 85
COMMAND SERGEANT MAJOR CSM Sammy W. Wise CSM George W. Howell, Jr.	30 Dec 84 - Present 15 Mar 82 - 30 Dec 84
CHIEF OF STAFF BG George J. Walker COL Richard J. Powers, Jr. COL Louis D. Kirk	19 Feb 85 - Present 21 Nov 84 - 19 Feb 85 31 Jan 84 - 21 Nov 84
DEPUTY CHIEF OF STAFF LTC Eugene Johnson	Jul 84 - Present
SECRETARY OF THE GENERAL STAFF MAJ Grady J. Howell, Jr.	05 Jun 84 - Present
USAINSCOM LIAISON OFFICE, FORSCOM LTC Buddy L. Parker	28 Mar 84 - Present
USAINSCOM LIAISON OFFICE, TRADOC LTC Perry E. Cole	30 Sep 83 - Present
USAINSCOM LIAISON OFFICE, USAREUR LTC Donald Tait	05 Oct 83 - Present
USAINSCOM LIAISON OFFICE, USAICS MAJ Dallas M. Vibbert	21 Jun 84 - May 85
USAINSCOM LIAISON OFFICE, USACACDA MAJ John L. Pannier	29 Oct 82 - 15 Dec 84

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<u>Position/Name</u>	<u>Dates Served</u>
USAINSCOM LIAISON OFFICE, NSA COL James P. Brown	06 Jul 84 - Present
SENIOR RESERVE COMPONENT ADVISOR COL Robert E. Elmore	12 Sep 83 - Present
CHIEF, OFFICE OF ORGANIZATIONAL EFFECTIVENESS MAJ Paul A. Mann CPT B.E. Prestridge	May 85 - Present Aug 84 - May 85
INSPECTOR GENERAL COL Robert L. Wolf	06 Aug 84 - Present
STAFF JUDGE ADVOCATE COL John R. Thornock COL Edward S. Adamkerwicz, Jr.	01 Jul 85 - Present 30 Jun 82 - 1 Jul 85
STAFF ADVISOR FOR SCIENTIFIC AND CRYPTIC AFFAIRS Mr. Edwin A. Speakman	12 Aug 68 - Present
CHIEF, OFFICE OF PUBLIC AFFAIRS LTC Richard P. Holk LTC William S. Birdseye	01 Jul 85 - Present 20 Oct 80 - 12 Jul 85
COMMAND CHAPLAIN COL William T. Smith	06 Jul 83 - Present
SPECIAL DISPURRING OFFICER Mr. Benjamin Strucken	01 Mar 84 - Present
COMMAND PSYCHOLOGIST MAJ Dennis Kowal	Aug 84 - Present
DEPUTY CHIEF OF STAFF, PERSONNEL COL Arthur A. Remling II	31 Mar 84 - Present
DEPUTY CHIEF OF STAFF, INFORMATION MANAGEMENT COL William R. Barnes	01 May 85 - Present
DEPUTY CHIEF OF STAFF, INFORMATION RESOURCE MANAGEMENT COL Alan H. Byrne	Jun 84 - 01 May 85

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<u>Position/Name</u>	<u>Dates Served</u>
DEPUTY CHIEF OF STAFF, PLANS, PROGRAMS, AND MODERNIZATION Mr. James D. Davis	01 Oct 83 - Present
DEPUTY CHIEF OF STAFF, OPERATIONS COL Robert M. Bowe COL Richard J. Powers, Jr.	08 Jul 85 - Present 02 Jul 84 - 08 Jul 84
DEPUTY CHIEF OF STAFF, LOGISTICS COL Charles L. Bell COL Robert G. Haltiner	Aug 85 - Present 31 May 81 - Aug 85
DEPUTY CHIEF OF STAFF, RESOURCE MANAGEMENT COL John G. Quast COL John A. Croft	20 Oct 84 - Present 19 Jul 81 - 20 Oct 84
DEPUTY CHIEF OF STAFF, SYSTEMS Mr. George A. Harvey, Jr.	03 Jan 78 - Present
DEPUTY CHIEF OF STAFF, TELECOMMUNICATIONS COL William R. Barnes	27 Aug 84 - 01 May 85
CHIEF, COMMAND SECURITY OFFICE Mr. Stephen M. Earle	31 Aug 81 - Present

Unit/Commander

66th MILITARY INTELLIGENCE GROUP COL John G. Lackey III	27 Jul 84 - Present
470th MILITARY INTELLIGENCE GROUP COL Thomas K. Newell COL M.E. Pheneger	10 Jul 85 - Present 07 Jul 83 - 10 Jul 85
500th MILITARY INTELLIGENCE GROUP COL John L. Leide	12 Jul 84 - Present
HHC, 501st MILITARY INTELLIGENCE GROUP COL Paul E. Menoher, Jr.	15 Jun 84 - Present
513th MILITARY INTELLIGENCE GROUP COL William A. Bentz	13 Aug 84 - Present
902d MILITARY INTELLIGENCE GROUP COL Francis W. Creighton	10 Jul 84 - Present

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<u>Unit/Commander</u>	<u>Dates Served</u>
USAINSCOM CONUS MILITARY INTELLIGENCE GROUP (SIGINT/EW) COL Eleas A. Cozanitis	04 Nov 83 - Present
U.S. ARMY OPERATIONAL GROUP COL Michael A. Scott	29 Jun 84 - Present
U.S. ARMY SPECIAL SECURITY GROUP COL Arleigh D. Waterman COL George C. Campbell	Dec 84 - Present 01 Jul 82 - Dec 84
U.S. ARMY CRYPTOLOGIC SUPPORT GROUP LTC Sherman J. Blanchard	17 Jun 83 - Present
U.S. ARMY FIELD STATION AUGSBURG COL Charles S. Simerly COL Floyd L. Runyon	16 Aug 85 - Present 15 Aug 83 - 16 Aug 85
U.S. ARMY FIELD STATION BERLIN COL Kenneth D. Roney	01 Aug 84 - Present
U.S. ARMY FIELD STATION KEY WEST - CPT Charles M. Frechette	25 Jun 84 - Present
U.S. ARMY FIELD STATION KUNIA COL William H. Campbell COL Robert M. Bowe	14 Jun 85 - Present 14 Jun 83 - 14 Jun 85
U.S. ARMY FIELD STATION KOREA LTC Ronald W. Carter	15 Jun 84 - Present
U.S. ARMY FIELD STATION MISAWA LTC Savatore M. Bruni LTC Bernard J. Lawless	Nov 84 - Present Nov 82 - Nov 84
U.S. ARMY FIELD STATION OKINAWA LTC Manuel A. Conley COL Walter L. Cressler, Jr.	Oct 84 - Present Jul 84 - Oct 84
U.S. ARMY FIELD STATION PANAMA MAJ Dennis A. McGaugh	Sep 84 - Present
U.S. ARMY FIELD STATION SAN ANTONIO LTC Brian C. Warren LTC John R. Dickson	26 Jul 85 - Present 08 Jul 83 - 26 Jul 85

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<u>Unit/Commander</u>	<u>Dates Served</u>
U.S. ARMY FIELD STATION SINOP COL David W. Tellman COL Theodore C. Frichtl	13 Aug 85 - Present 23 Jul 84 - 13 Aug 85
3d MILITARY INTELLIGENCE BATTALION (AERIAL EXPLOITATION) LTC John D. Thomas, Jr. LTC Lindon D. Jones	31 Jul 85 - Present 15 May 83 - 03 Jul 85
HHC, 18th MILITARY INTELLIGENCE BATTALION LTC John C. Linley, Jr.	02 Jul 84 - Present
HHC, 201st MILITARY INTELLIGENCE BATTALION LTC Robert D. McKay	14 Jun 84 - Present
HHC, 202d MILITARY INTELLIGENCE BATTALION CPT Dennis E. Royer LTC Charles M. Jackson	03 Jun 85 - Present 25 May 84 - 03 Jun 85
HHC, 203d MILITARY INTELLIGENCE BATTALION (TECHNICAL INTELLIGENCE) LTC Michael A. Petersen LTC Neal E. Norman	07 Jun 85 - Present 14 Mar 83 - 07 Jun 85
430th MILITARY INTELLIGENCE BATTALION (PROVISIONAL) LTC Raymond T. Waity LTC James M. Dorton	14 Jun 85 - Present 15 Jul 82 - 14 Jun 85
502d MILITARY INTELLIGENCE BATTALION LTC Carol M. Hemphill LTC Norman E. Youngblood III	24 Jul 85 - Present 02 Sep 83 - 24 Jul 85
HHC, 524th MILITARY INTELLIGENCE BATTALION LTC Charles W. Nerburgh	Jun 84 - Present
527th MILITARY INTELLIGENCE BATTALION LTC George R. Brock	09 Jul 84 - Present
USAINSCOM MILITARY INTELLIGENCE (COUNTERINTELLIGENCE) EAST COAST LTC William A. McDonough LTC Elizabeth G. Tullis	25 Mar 85 - Present 17 Mar 83 - 25 Mar 85

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<u>Unit/Commander</u>	<u>Dates Served</u>
USAINSCOM MILITARY INTELLIGENCE (COUNTERINTELLIGENCE) WEST COAST LTC Lawrence Schneider LTC John A. McCloud	06 Aug 85 - Present 17 Aug 83 - 06 Aug 85
USAINSCOM MILITARY INTELLIGENCE BATTALION (SECURITY) LTC David W. Clark	11 Sep 84 - Present
5th MILITARY INTELLIGENCE COMPANY CPT Connie S. Labadie MAJ William A. Doyle, Jr.	25 Jul 85 - Present 29 Jul 84 - 25 Jul 85
11th MILITARY INTELLIGENCE COMPANY (TECHNICAL INTELLIGENCE) CPT Jeffrey C. Holle CPT William R. Brown	20 Sep 85 - Present 09 Aug 84 - 20 Sep 85
17th MILITARY INTELLIGENCE COMPANY MAJ A.J. Paluska, Jr.	31 Jul 84 - Present
164th MILITARY INTELLIGENCE COMPANY CPT Timothy O'Neil CPT Richards A. Rice	17 Jun 85 - Present 16 Apr 84 - 17 Jun 85
166th MILITARY INTELLIGENCE COMPANY CPT Alan S. Taylor	31 Jul 84 - Present
174th MILITARY INTELLIGENCE COMPANY CPT(P) William G. Fillman CPT Elizabeth D. Estler	20 May 85 - Present 01 Apr 84 - 20 May 85
219th MILITARY INTELLIGENCE COMPANY MAJ Stanley R. Chrzanoski MAJ Harvey H. Latson III	14 Dec 84 - Present 09 Aug 83 - 14 Dec 84
332d MILITARY INTELLIGENCE COMPANY (ELECTRONIC WARFARE) CPT Monte F. Hengot CPT Daniel G. Doby	16 Aug 85 - Present 15 Aug 84 - 16 Aug 85
INSCOM EAC AVIATION INTELLIGENCE COMPANY MAJ Douglas Roberts MAJ Roderick J. Isler	30 Sep 85 - Present 02 Aug 84 - 30 Sep 85

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<u>Unit/Commander</u>	<u>Dates Served</u>
328th ARMY SECURITY AGENCY COMPANY CPT Nancy B. Sullivan	10 Aug 84 - Present
641st MILITARY INTELLIGENCE COMPANY (COLLECTION) MAJ Theodore W. Waronicki CPT David M. Moak	10 Jul 85 - Present 21 May 84 - 10 Jul 85
209th MILITARY INTELLIGENCE COMPANY CPT Kevin R. Cunningham CPT Terry. B. Wilson	16 Jun 85 - Present Jun 84 - 16 Jun 85
149th MILITARY INTELLIGENCE DETACHMENT LTC William R. Eicholz LTC Lee G. Smith	Jan 85 - Present 11 Apr 83 - Jan 85
181st MILITARY INTELLIGENCE DETACHMENT MAJ Charles L. Robertson MAJ Edward C. Olson	17 Dec 84 - Present 30 Nov 83 - 17 Dec 84
409th ARMY SECURITY AGENCY COMPANY CPT Jack Horne, Jr. CPT Tamara C. Kaseman	03 May 85 - Present 12 Dec 83 - 03 May 85
66th MILITARY INTELLIGENCE GROUP, DETACHMENT HAHN LTC Rodney P. Miller LTC Lawrence P. Carr	07 Aug 85 - Present 01 Jan 84 - 07 Aug 85
430th MILITARY INTELLIGENCE DETACHMENT LTC Raymond T. Waity LTC James M. Dorton	14 Jun 85 - Present 15 Jul 82 - 14 Jun 85
581st MILITARY INTELLIGENCE DETACHMENT (IMAGERY INTERPRETATION) CPT Ann M. Peterson	04 May 84 - Present
582d MILITARY INTELLIGENCE DETACHMENT (IMAGERY INTERPRETATION) CPT Dennis R. Deines CPT Alexander G. Hodges	19 Nov 84 - Present 12 May 83 - 19 Nov 84
583d MILITARY INTELLIGENCE DETACHMENT (IMAGERY INTERPRETATION) MAJ John J. Ciriaco	Jan 83 - Present

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<u>Unit/Commander</u>	<u>Dates Served</u>
584th MILITARY INTELLIGENCE DETACHMENT LTC Bruce N. Ey	09 Jan 84 - Present
766th MILITARY INTELLIGENCE DETACHMENT LTC Stuart A. Herrington	15 Jul 83 - Present
U.S. ARMY ASIAN STUDIES DETACHMENT Mr. Seiji Aizawa	01 Oct 80 - Present
USAINSCOM CI DETACHMENT, DEFENSE NUCLEAR AGENCY LTC William E. Hawkins	15 Apr 83 - Present
U.S. ARMY ADMINISTRATIVE SURVEY DETACHMENT COL Robert W. Sheffield	20 Jul 84 - Present
USAINSCOM THEATER INTELLIGENCE CENTER - PACIFIC LTC James A. Roberts	15 Jun 84 - Present
U.S. ARMY INTELLIGENCE EXCHANGE AND SUPPORT CENTER COL Charles R. Cleveland LTC Allen Berg	1 Aug 85 - Present 15 Jul 83 - 1 Aug 85
USAINSCOM FOREIGN LANGUAGE TRAINING CENTER EUROPE LTC Alan R. Meyer LTC James D. Phillips III	03 Jun 85 - Present 29 Aug 83 - 03 Jun 85
USAINSCOM PENTAGON COUNTERINTELLIGENCE FORCE MAJ Charles C. Glunchenhaus LTC Philip J. Gillen, Jr.	10 Jul 85 - Present 21 May 82 - 10 Jul 85
USAINSCOM AUTOMATED SYSTEMS ACTIVITY LTC(P) Stepehn L. Weisel COL Thomas M. Herrick	01 Jun 85 - Present 01 Aug 84 - 01 Jun 85
USAINSCOM ADMINISTRATIVE/AUDIOVISUAL SUPPORT ACTIVITY Mr. David Stein	30 Nov 78 - Present
USAINSCOM FINANCE AND ACCOUNTING ACTIVITY MAJ Donald B. Pargoff	14 May 84 - Present

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<u>Unit/Commander</u>	<u>Dates Served</u>
USAINSCOM SUPPORT ACTIVITY, FORT MEADE CPT Mark S. Wilkins CPT Dennis S. Driggers	Aug 85 - Present 19 Dec 83 - Aug 85
USAINSCOM MAINTENANCE ASSISTANCE AND INSTRUCTION TEAM CPT Larry E. Monger	15 Aug 84 - Present
USAINSCOM MISSION SUPPORT ACTIVITY Mr. Donald L. Valcheff	01 Oct 82 - Present
U.S. ARMY FOREIGN COUNTERINTELLIGENCE ACTIVITY COL Robert G. Lunt	21 Sep 84 - Present
U.S. ARMY CENTRAL SECURITY FACILITY COL Claude W. Johnson	21 Mar 83 - Present
U.S. ARMY RUSSIAN INSTITUTE COL Don O. Stovall	11 Aug 83 - Present
U.S. ARMY GARRISON, ARLINGTON HALL STATION LTC Harry F. Ferguson	20 Jul 84 - Present
U.S. ARMY GARRISON, VINT HILL FARMS STATION COL Leland J. Holland	14 Jun 83 - Present

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APPENDIX J

TRAVIS TROPHY WINNERS

<u>Calendar Year</u>	<u>Winner</u>
1964	[REDACTED] 53d USASA Special Operations Command)
1965	313th ASA Battalion (Corps)
1966	[REDACTED] USASA Training Center and School)
1967	509th USASA Group
1968	[REDACTED] USASA, Europe)
1969	[REDACTED] 330th ASA Company)
1970	USASA Field Station, Udorn
1971	[REDACTED] USASA Field Station, Vint Hill Farms)
1972	[REDACTED] USASA Field Station, Udorn)
1973	USASA Field Station, Berlin
1974	[REDACTED] USASA Field Station, Augsburg)
1975	[REDACTED] (USASA Field Station, San Antonio, [REDACTED])
1976	USASA Field Station, Sobe
1977	470th Military Intelligence Group

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Calendar Year

Winner

1978

[REDACTED] U.S. Army Field Station  
Augsburg)

1979

[REDACTED] U.S. Army Field Station Sobe)

1980

U.S. Army Field Station Misawa

1981

U.S. Army Field Station Berlin

1982

[REDACTED] U.S. Army Field Station Berlin)

1983

[REDACTED] U.S. Army Field Station Augsburg)

1984

[REDACTED] U.S. Army Field Station Augsburg)

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APPENDIX K

DIRECTOR'S TROPHY WINNERS

<u>Calendar Year</u>	<u>Winners</u>
1979	[REDACTED] (ARMY NOMINEE: 193d Brigade Support Company, Fort Amador, Panama)
1980	[REDACTED] (ARMY NOMINEE: 372d ASA Co, 25th Inf Div, Oahu, Hawaii)
1981	[REDACTED] (ARMY NOMINEE: 372d ASA Co, 25th Inf Div, Oahu, Hawaii)
1982	Task Force 138, U.S. Southern Command
1983	[REDACTED] (ARMY NOMINEE: 193d Military Intelligence Company (CEWI), Panama)
1984	224th Military Intelligence Battalion (Aerial Exploitation)

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GLOSSARY

ACofS.....Assistant Chief of Staff  
ACSI.....Assistant Chief of Staff for Intelligence  
ACSTEL.....Assistant Chief of Staff, Telecommunications  
ADC.....Army Document Center  
ADCSLOG.....Assistant Deputy Chief of Staff, Logistics  
ADCSOPS.....Assistant Deputy Chief of Staff, Operations  
ADCSPER.....Assistant Deputy Chief of Staff, Personnel  
admin.....administration  
ADP.....automatic data processing  
AFCITC.....Advanced Foreign Counterintelligence Training  
Course  
AFP.....approved funding program  
~~\_\_\_\_\_~~  
AHR.....Annual Historical Report  
AHS.....Arlington Hall Station  
AIA.....U.S. Army Intelligence Agency  
AIB.....Aviation Intelligence Battalion  
AIG.....Acting Inspector(s) General  
ALO.....authorized level of organization  
AMC.....U.S. Army Materiel Command  
AOE.....Army of Excellence  
AOR.....Area of Responsibility  
AR.....Army Regulation  
ARDF.....aerial radio direction-finding  
ARTEP.....Army Training and Exercise Plan  
ASA.....Army Security Agency; Automated  
Systems Activity; Automated Support Activity  
~~\_\_\_\_\_~~  
ASD.....U.S. Army Administrative Survey Detachment;  
ATCAE.....Army Technical Control and Analysis Element  
ATT.....American Telephone and Telegraph Company  
AURS.....Automated Unit Reference Sheet  
auth.....authorized  
AWOL.....absence without leave  
  
BER.....Budget Execution Review  
BG.....brigadier general  
BIFF.....Battlefield Identification Friend or Foe  
BLP.....Baseline Plan  
Bn.....battalion

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CA.....California  
CCI.....Controlled Cryptographic Items  
CCP.....Consolidated Cryptologic Program  
cdr/CDR.....commander  
CE.....counterespionage  
CENTAM.....Central America  
CET.....Critical Events Templating  
CG.....commanding general  
CHCSS.....Chief, Central Security Service  
CI.....counterintelligence  
CIA.....Central Intelligence Agency  
CINCUSAREUR.....Commander-in-Chief, U.S. Army Europe  
CIRAM.....Counterintelligence Resource Allocation  
Model  
civ.....civilian  
CMF.....Career Management Field  
CNL.....commanders needs letters  
CO.....control office  
COB.....command operating budget  
CofS.....Chief of Staff  
COL.....colonel  
CONAUTH.....cryptonet controlling authority  
CONUS.....Continental United States  
COS.....CONUS operations site  
C&P.....control and processing  
CPAR.....collection, processing, analysis, and  
reporting  
CPO.....Civilian Personnel Office  
CPX.....Command Post Exercise  
CSC.....Community Support Center  
[REDACTED]  
[REDACTED]  
CSM.....command sergeant major  
CSO.....Command Security Office; [REDACTED]  
[REDACTED]  
CSOC.....Combined Security Operations Center  
CSS.....Central Security Service  
CSU.....Conventional Signal Upgrade  
CTED.....Civilian Training, Education, and Development  
  
DA.....Department of the Army  
DARCOM.....U.S. Army Materiel Development and Readiness  
Command

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DCA.....Defense Communications Agency  
DCG.....deputy commanding general  
DCG-I.....Deputy Commanding General, Intelligence  
DCG-S.....Deputy Commanding General, Support  
DCS.....Deputy Chief of Staff; Defense Communications  
          Systems  
DCSAUT.....Deputy Chief of Staff, Automation  
DCSFM.....Deputy Chief of Staff, Force Modernization  
DCSIM.....Deputy Chief of Staff, Information Management  
DCSINT.....Deputy Chief of Staff for Intelligence  
DCSIRM.....Deputy Chief of Staff, Information,  
          Resource Management  
DCSLOG.....Deputy Chief of Staff, Logistics  
DCSOPS.....Deputy Chief of Staff, Operations  
DCSPER.....Deputy Chief of Staff, Personnel  
DCSPPM.....Deputy Chief of Staff, Plans, Programs, and  
          Management  
DCSRM.....Deputy Chief of Staff, Resource Management  
DCSSYS.....Deputy Chief of Staff, Systems  
DCSTEL.....Deputy Chief of Staff, Telecommunications  
DF.....disposition form; direction-finding  
DIA.....Defense Intelligence Agency  
DIRNSA.....Defense Intelligence Production Schedule  
DIS.....Defense Investigative Service  
DITS.....Digital Imagery Transmission System  
DNA.....Defense Nuclear Agency  
DOCEX.....document exploitation  
DOCMID.....Documentation Modernization  
DOD.....Department of Defense  
DSA.....Defense Security Agency  
[REDACTED]  
DSSCS.....Defense Special Security Communications  
          System  
[REDACTED]  
EAC.....echelon above corps  
[REDACTED]  
[REDACTED]  
EPDS.....Electronic Processing and Dissemination System  
ESAF.....European Special Activities Facility  
ESC.....Electronic Security Command  
[REDACTED]  
[REDACTED]

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ETSC.....European Troop Strength Ceiling  
EUCOM.....European Command  
EW.....electronic warfare  
EX.....exceptional

FCA.....Foreign Counterintelligence Activity  
FCI.....Foreign Counterintelligence Program

FLIR.....forward looking infrared  
FORSCOM.....U.S. Army Forces Command  
FRG.....Federal Republic of Germany  
FS.....fully successful  
FY.....fiscal year  
FYDP.....Fiscal Year Defense Program

GCM.....Ground Control Module  
GDIP.....General Defense Intelligence Program  
GEN.....general  
GPAS.....General Performance Appraisal System

GS.....General Schedule (Civilian Employees)  
GSM.....Ground Station Module

HCA.....Head of Contracting Activity  
HF.....high frequency

HHC.....Headquarters and Headquarters Company

Hq/HQ.....headquarters  
HQDA.....Headquarters, Department of the Army  
HS.....highly successful  
HUMINT.....human intelligence

IBEX.....INSCOM Beyond Excellence  
ICF.....installation confinement facility  
IDHS.....Intelligence Data Handling System  
IEW.....intelligence and electronic warfare  
IFF.....Identification Friend or Foe  
IG.....inspector general  
IGAR.....Inspector General Action Requests

IMINT.....imagery intelligence  
INSCOM.....U.S. Army Intelligence and Security Command  
IOC.....initial operational capability  
IOSS.....Intelligence Organization and Stationing Study

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IPR.....In-Process Review  
IPW.....Interrogation of Prisoners of War  
IR.....internal review  
IRR.....Investigative Records Repository  
ITAC.....Intelligence and Threat Analysis Center

~~ITEP.....Interim Tactical ELINT Processor~~

JCS.....Joint Chiefs of Staff

~~JTIDS.....Joint Tactical Information Distribution  
System~~

JUSMAG.....Joint U.S. Military Advisory Group

LET.....live environment training  
LRU.....line replacement unit  
LTC.....lieutenant colonel

MACOM.....major Army command  
MAJ.....major  
MAP.....Materiel Acquisition Plan  
MG.....major general  
MI.....Military Intelligence  
MIA.....Missing In Action  
MICECP.....MI Civilian Excepted Career Program  
MID.....Military Intelligence Detachment  
MILPERCEN.....U.S. Army Military Personnel Center

~~MIP IRR.....Microfilm Index Project for Investigative  
Records Repository~~

~~MOA.....Memorandum of Agreement~~  
MOS.....military occupational specialty  
MOU.....Memorandum of Understanding  
MSA.....Mission Support Activity  
MTI.....Moving Target Indicator  
MTTS.....Mobile TEMPEST Test Set

~~NCD.....National Collection Division~~

NCO.....noncommissioned officer  
NCR(C).....National Cryptologic Representative (C)

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NSA.....National Security Agency  
NSACSS.....National Security Agency/Central Security Agency  
NSAGA.....National Security Agency Group Activity  
NSDD.....National Security Decision Directive  
NTC.....National Training Center  
NTCISSC.....National Telecommunications and Information  
                    Systems Security Steering Group  
  
OACSI.....Office of the Assistant Chief of Staff for  
                    Intelligence  
OCMC.....Overhead Collection Management Center  
ODCSIRM.....Office of Deputy Chief of Staff, Information  
                    Resource Management  
ODCSPER.....Office of Deputy Chief of Staff, Personnel  
ODCSSYS.....Office of Deputy Chief of Staff, Systems  
ODUSD(P).....Office of Deputy Under Secretary of Defense  
                    for Policy  
OE.....Organizational Effectiveness  
OG.....Operational Guides  
OMA.....Operation and Maintenance, Army  
OPCON.....operational control  
OPFOR.....opposing forces  
OPM.....Office of Personnel Management  
OPSEC.....operations security  
O&O.....organizational and operational  
OYO.....one year or older  
  
PAO.....Affairs Officer  
PARR.....Analysis and Resource Review  
PBC.....Budget Committee  
PC.....Personal Computer  
FCAC.....Primary Control and Analysis Centers  
PCF.....Pentagon Counterintelligence Force  
PDIP.....Program Development Increment Package  
PIP.....product improvement plans  
  
PMRC.....Performance Management and Recognition  
                    System  
POC.....point of contact  
POM.....Program Objective Memorandum  
PRC.....Peoples' Republic of China  
PSA.....Project Security Analysis

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PSI.....Personnel Security Investigations  
[REDACTED]

QRC.....Quick Reaction Capability  
Qtr.....quarter  
[REDACTED]

RDA.....research, development, and acquisition  
RDTE.....research development test and evaluation  
REDTRAIN.....Readiness Training  
[REDACTED]

RO.....resident office  
ROC.....Required Operational Capability  
ROF.....remote operative facility  
ROK.....Republic of Korea

SAC.....USAF Strategic Air Command  
SAEDA.....sabotage and espionage directed against  
                    the Army  
[REDACTED]

SASA.....Special Acts or Service Award  
[REDACTED]

SCE.....Service Cryptologic Element  
SCI.....Sensitive Compartment Information  
SCO.....subcontrol offices  
[REDACTED]

SEADEV.....Southeast Asia Development  
SELCOM.....select committee  
SGM.....sergeant major  
SGS.....Secretary of the General Staff  
[REDACTED]

SHAPE.....Supreme Headquarters Allied Powers Europe  
S&IA.....Security and Investigative Activities  
SIDPERS.....Standard Information Division Personnel  
                    Reporting System  
SIGINT.....signal intelligence  
SIGSEC.....signal security  
[REDACTED]  
[REDACTED]

SJA.....Staff Judge Advocate

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SLAR.....side-looking airborne radar  
SMF.....Special Mission Funds

SMS.....Support, Maintenance, and Settlement  
SNT.....serial number tracking  
SON.....Statement of Need

SPM.....Security Program Manager

SRRG.....Systems Security Steering Group  
SSG.....Special Security Group  
SSL.....Single Station Locator  
SSO.....Special Security Office  
SSRC.....SIGINT regional reporting center

TA.....theater Army  
TAAD.....The Army Authorization Document System  
TACIES.....Tactical Imagery Exploitation System  
TAREX.....target exploitation  
TCO.....Tempest Coordinating Officer  
TDA.....tables of distribution and allowances  
TECRAS.....Theater Document Exploitation System  
TENCAP.....Tactical Exploitation of National  
                    Capabilities  
TGIF.....Tactical Ground Intercept Facility  
TI.....technical intelligence  
TIAP.....Theater Intelligence Architecture Plan  
TICOM.....Target Investigation Committee  
TIP.....The INSCOM Plan

TMD.....TAREX Management Division  
TOA.....total obligational authority  
TOE.....table(s) of organization and equipment  
TRADOC.....U.S. Army Training and Doctrine Command  
TREDS.....Tactical Reconnaissance Exploitation  
                    Demonstration System  
TRISA.....Theater Intermediate Support Activity  
TSCM.....Technical Surveillance Countermeasure  
TUT.....tactical users terminal

U.S.....United States  
USA.....United States Army  
USAF.....U.S. Air Force

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USAFS.....U.S. Army Field Station  
USAICS.....U.S. Army Intelligence Center  
                    and School  
USAINSCOM.....U.S. Army Intelligence and Security  
                    Command  
USAINTC.....U.S. Army Intelligence Command  
USAISC.....U.S. Army Information Systems Command  
USAIS-D.....U.S. Army Intelligence School-Devens  
USAOG.....U.S. Army Operational Group  
USAR.....U.S. Army Reserve  
USAREUR.....U.S. Army, Europe  
USASSG.....U.S. Army Special Security Group  
USDAO.....U.S. Defense Attache Office  
USFK.....U.S. Forces Korea  
USLB.....U.S. Liaison Branch  
USM.....U.S. Marines  
USN.....U.S. Navy  
USSS.....[REDACTED] U.S. Security Service  
  
VHFS.....Vint Hill Farms Station  
[REDACTED]  
WESTCOM.....U.S. Army Western Command  
WIG.....within-grade  
WO.....warrant officer  
WMCCS.....Worldwide Military Command and Control  
                    System

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